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Coherence, coordination and cooperation in the context of financing for sustainable development and the post-2015 development agenda

Note by the Secretary-General*

Summary

The present note provides background information and suggested points for reflection in order to inform discussion on the following selected themes:

- (a) World economic situation and prospects;
- (b) Current challenges and emerging opportunities for the mobilization of financial resources and their effective use for sustainable development on the road to Addis Ababa;
- (c) Renewed global partnership for development in the context of the post-2015 development agenda;
- (d) Follow-up and the way forward: enhancing the role of the Economic and Social Council.

* The present note was prepared in consultation with the staff of the major institutional stakeholders involved in the financing for development process. Responsibility for its content, however, is solely that of the United Nations Secretariat.



I. World economic situation and prospects

A. Prospects for global macroeconomic trends

1. The world economy started 2015 on a weak note, with 2014 experiencing subdued growth. According to *World Economic Situation and Prospects 2015*, growth of world gross product is estimated at 2.6 per cent in 2014, marginally better than the growth of 2.5 per cent registered in 2013. The global economy is expected to strengthen in the next two years, with growth of world gross product projected to grow by 3.1 per cent in 2015. Most economies have seen a shift in gross domestic product (GDP) growth to a noticeably lower path compared with pre-crisis levels. In addition to the remaining hurdles of prolonged post-crisis adjustments, the global recovery has also been hampered by new challenges, including a number of unexpected shocks, such as heightened geopolitical conflicts in different parts of the world.

2. Although some improvements are forecast for 2015, significant downside risks persist in the developed economies. While the United States of America is expected to continue strong growth, weaknesses and uncertainties remain in Europe, particularly in the euro area, with some countries close to or already in recession and deflation. The economy of Japan stagnated in 2014 and is expected to recover only moderately in 2015.

3. Growth rates in developing countries and economies in transition have diverged. A number of large emerging economies have seen their growth decelerate sharply, particularly in Latin America and the Commonwealth of Independent States, as they are encountering various challenges, including structural imbalances, infrastructural bottlenecks, weakening commodity prices, increased financial risks and ineffective macroeconomic management, as well as geopolitical and political tensions. On the other hand, Asia is expected to continue robust growth and Africa is expected to maintain its growth momentum.

4. The employment situation remains a major weakness in the macroeconomic picture, as GDP growth has continued to be subdued and below potential in many parts of the world. In the developed economies, unemployment figures remain elevated in several countries, especially in the euro area, while wage levels have also been affected by the financial crisis. In developing economies, unemployment rates have remained relatively stable since 2013, despite slower employment growth, while informality and vulnerable employment are still highly prevalent. However, high unemployment levels persist in various countries, especially in Northern Africa and Western Asia, and in some of the economies in transition in South-Eastern Europe. Elevated youth unemployment is a key policy challenge worldwide, posing risks not only for the global growth recovery in the short-term run, but also for the potential growth in the long run.

5. Although the aggregate global inflation rate remains tame, inflation is notably elevated in about a dozen developing countries and economies in transition, while a growing number of developed economies in Europe are facing the risk of deflation. For the outlook period, global average inflation is projected to stay close to the level observed in the past two years, which was about 3 per cent. While aggregate average inflation for developed economies is expected to increase slightly, both developing economies and the economies in transition will register a decline in their aggregate inflation rates.

B. International trade and finance

6. International prices of primary commodities have been on a downward trend in the past two years and no measurable upturn is projected for 2015. International oil prices have declined sharply since mid-2014 and are projected to stay low in 2015, as the growth of demand for oil is expected to remain weaker than the increase in the supply of oil. As a result, a number of oil-exporting countries are under tremendous pressure to meet their budget commitments and the balance of payment. Non-oil commodity prices have also experienced a decreasing trend, although they remain high relative to the long-term trend of the past decades.

7. International trade growth has been sluggish in the past few years, owing mainly to the slow and uneven recovery in major developed countries and moderated growth in developing countries. However, some changes in the relationship between trade growth and world output growth may be structural. World trade is estimated to have expanded by 3.4 per cent in 2014, still well below pre-crisis trends. In the forecast period, trade growth is expected to pick up moderately along with an improvement in global output, with the volume of world imports of goods and services projected to grow by 4.7 per cent in 2015. This projection is subject to various risks, however, including the possible disruptive effects on trade flows of any increase in geopolitical tensions in some subregions. The trade dynamism of the two decades preceding the global financial crisis may not return soon.

8. Net private capital inflows to emerging economies have seen a moderate downturn in the past two years, triggered by the deterioration in growth prospects and geopolitical tensions. External borrowing costs continue to be relatively low for most emerging economies, but the risks for abrupt adjustments and increased volatility driven by changes in investor sentiment remain high. The outlook for capital inflows to emerging economies and developing countries remains moderately positive. Overall, net capital inflows are projected to moderate slightly in 2015. However, abrupt changes in investor sentiment about geopolitical tensions, the monetary policy shift in the United States and a further divergence of the monetary policy stances of the major central banks might significantly affect portfolio flows. The divergence of monetary policy stances has already contributed to a significant strengthening of the dollar since the second half of 2014 and heightened volatility in the exchange rates of some currencies.

C. Risks and uncertainties

9. The global economic outlook is subject to a number of risks and uncertainties. These include a deviation of monetary policy from the policy path built into the current baseline projection. A delay or acceleration in the normalization of policy interest rates in the United States could have wider implications. In the case of a slower rise in interest rates, systemic instability risks may arise from excessive asset price levels. By contrast, a quicker tightening in monetary policy would drive up credit spreads, accompanied by an increase in volatility and significant repercussions for global financial markets, including spillover effects, especially for emerging economies.

10. A further risk is the fragile economic situation in the euro area. While a number of new monetary policy measures have led to a significant improvement with respect to the sovereign debt crisis, the economic recovery remains weak. The underlying growth momentum in the region has decelerated. The current tensions in Ukraine and resulting sanctions have had a serious negative impact on activity and confidence. The weak state of the recovery is characterized by continued low levels of private investment, extremely high unemployment in many countries, which becomes more entrenched as the ranks of the long-term unemployed increase, and dangerously low inflation, which carries the risk of turning into deflation. Meanwhile, the economic situation and the debt burden in Greece remain grave, posing another risk for the region.

11. Many large emerging economies continue to face a challenging macroeconomic environment, as weaknesses in their domestic economies interact with external financial vulnerabilities. At present, the main risk for many emerging economies arises from the potential for negative feedback loops among weak activity in the real sector, reversals of capital inflows and a tightening of domestic financial conditions amid an expected rise in the interest rates in the United States. Although the baseline forecast projects a moderate growth recovery in 2015 for almost all emerging economies, including Brazil, India, Indonesia, Mexico, the Russian Federation, South Africa and Turkey, and only a slight moderation in China, there are significant risks of a further slowdown or a prolonged period of weak growth. A broad-based downturn in emerging economies would not only weigh on growth in smaller developing countries and economies in transition, but could also derail the fragile recovery in developed countries.

12. Geopolitical tensions remain a major downside risk for the economic outlook. In addition to the severe humanitarian toll, the crises in Iraq, Libya, the Syrian Arab Republic and Ukraine have already had pronounced economic impacts at the national and subregional levels, although the global economic effect has so far been relatively limited. The world economy nevertheless remains at risk of a more pronounced slowdown that could be caused by subregional economic weakness owing to conflict and sanctions.

D. Policy challenges

13. Monetary policy will depend on a number of factors, in particular domestic macroeconomic and financial stability risks. Policymakers face the challenge of determining the optimal magnitude and timing of interest rate changes while dealing with a difficult trade-off: delaying policy tightening can create additional asset mispricing and financial stability risks, while an unnecessarily quick tightening could weaken the still unfledged recovery. At the same time, interest rates will also be a major determinant not just of the macroeconomic performance, but also of the extent of financial stability risks and global spillovers.

14. In the area of fiscal policy, developed countries face the challenge of striking a balance between fiscal support for aggregate demand in the short run and ensuring fiscal sustainability in the long run. Both developed and developing countries face the challenge of meeting the increasing demand for public finance for infrastructure, particularly sustainable infrastructure, and services. Despite comparatively low public debt levels, developing countries need to manage their external debt

exposure, since refinancing external debt may prove to be costly in case of a change in investors' appetite for emerging markets, a weakening of the domestic exchange rate or higher interest rates.

15. Monetary and fiscal policies should be combined with labour market policies to ensure decent jobs for all. Policies should be amenable to the creation of businesses and jobs, for example by streamlining administrative procedures. In many developing countries, in addition to greater economic diversification, continued efforts to expand formal employment and implement social protection programmes would also help in improving labour market conditions and support aggregate demand.

16. In order to mitigate the myriad risks and meet the various challenges, it is imperative to strengthen international policy coordination and cooperation. In particular, macroeconomic policies worldwide should be aligned towards supporting robust and balanced growth, creating productive jobs and maintaining economic and financial stability in the long run, while fostering structural transformation in the weakest economies in particular. Meanwhile, international policy coordination and cooperation are equally important for, *inter alia*, defusing geopolitical tensions and for containing crises such as the Ebola pandemic. Other areas that make international and multilateral approaches indispensable include strengthening the resilience of the financial sector through further regulatory reforms, deepening cooperation on tax matters, reforming the governance of international financial institutions, identifying gaps in international investment agreements and reforming their system, expediting the World Trade Organization (WTO) Doha Development Round of trade negotiations, achieving concerted actions on combating climate change, delivering on the commitment of official development assistance (ODA) to the least developed countries and formulating and implementing a new post-2015 global development policy agenda, including the sustainable development goals.

E. Suggested questions for discussion

(a) What type of macroeconomic policies worldwide can support a strong, balanced and sustainable recovery and prevent the world economy from falling into a stagnant growth path in the longer run?

(b) What are the root causes of elevated youth unemployment in many countries? What policy measures can be used to reduce youth unemployment, increase formal employment and lower the gender gap in labour markets?

(c) Is moderate trade growth a new normal for the world economy? Can international trade recover the dynamism witnessed in the two decades before the global financial crisis?

(d) Are we facing deflation risks worldwide? Is the strong upturn in primary commodity prices observed in the past two decades over? What are the implications for commodity-producing and exporting countries?

II. Current challenges and emerging opportunities for the mobilization of financial resources and their effective use for sustainable development on the road to Addis Ababa

A. A comprehensive financing framework: the road to Addis Ababa

17. The year 2015 is decisive for the international community because a new development agenda aimed at ending poverty and promoting sustainability on every level — local, national, regional and international — will be adopted. A comprehensive financing framework is essential to the new agenda. It must ensure the availability of the required resources, provide conducive enabling environments domestically and internationally, help to build capacities and set the right incentives to allocate resources to sustainable development. It must do this while capitalizing on synergies across the three dimensions of sustainable development: economic, social and environmental.

18. The new financing framework will be the intergovernmentally negotiated and agreed outcome of the third International Conference on Financing for Development, to be held in Addis Ababa from 13 to 16 July 2015, with participation at the highest political level (see General Assembly resolution 68/279). The Conference will be convened with a view to assessing the progress in the implementation of the Monterrey Consensus (see A/CONF.198/11) and the Doha Declaration (see A/CONF.212/L.1/Rev.1), addressing new and emerging issues in the context of the post-2015 development agenda and strengthening the financing for development follow-up process. (see General Assembly resolution 68/204). The Conference should produce three key outcomes: a cohesive and holistic financing framework for sustainable development; concrete deliverables, particularly in cross-cutting areas such as poverty eradication and social needs, infrastructure, agriculture and food security, and small and medium enterprise financing; and a strong follow-up process.

B. Building on the Monterrey Consensus and the Doha Declaration

19. The 2002 Monterrey Consensus and the 2008 Doha Declaration took holistic approaches, emphasizing that financing for development goes beyond the different flows of finance — public, private, domestic and international — and must include trade, debt, systemic issues and the domestic and international enabling environments. It was also emphasized that each country has primary responsibility for its own development, while national efforts need the support of an international enabling environment. Since Monterrey and Doha, the global financial system has become more complex, yet the national and international mechanisms for managing finance have not kept pace with this complexity or the imperatives of sustainable development.

20. Current financing and investment patterns are not delivering sufficient sustainable development gains. Private international capital flows are often volatile and insufficient in volume and maturity to fund sustainable development. Public financial flows, for example ODA and concessional lending from public institutions, fall short of meeting the quantities required for sustainable development, particularly in countries most in need. Attempts to raise public resources through

taxation are hampered by financial engineering, tax loopholes and trade mispricing. Many countries remain vulnerable to debt crises. The 2008 financial crisis exposed various risks, many of which remain unaddressed by financial regulation. Lastly, the implementation of the relatively modest governance reforms already agreed by the members of international financial institutions remains gridlocked.

21. The ongoing negotiations on the sustainable development goals and the associated financing framework and means of implementation present the international community with an opportunity to devise a new international financial framework that is adequate, effective and predictable for achieving sustainable and inclusive development. A reorientation of investment patterns and better coordination of public and private investments to maximize their developmental impact and make the best use of synergies will be essential to realize the ambitious post-2015 agenda. The roles of financial intermediaries and investors will need to be better considered in the new financing framework, with public policies helping to craft incentives for sustainable investment. Non-financial means of implementation, such as technology, must be incorporated in a way that ensures coherence across the economic, financial, social and environmental policy landscapes. The rise of systemic global risks will need to be dealt with, and the economic, social and ecological dimensions of sustainable development will need to be integrated.

C. Financing needs

22. The financing needs for sustainable development are enormous, but while it is difficult to compile a reliable estimate, there is general agreement on a significant financing shortfall. In its final report (A/69/315), the Intergovernmental Committee of Experts on Sustainable Development Financing presented a range of estimates: the annual cost of achieving the Millennium Development Goals in all countries was estimated to be in the order of magnitude of \$100 billion, while global infrastructure investment needs, including water, energy, transport and other sectors, amounted to \$5 trillion to \$7 trillion, with \$1 trillion to \$1.5 trillion in developing countries.¹ Small and medium enterprises, which are frequently the most important institutions for job creation, face credit shortages of up to \$2.5 trillion in developing countries and about \$3.5 trillion globally. The financing needs for the provision of climate-related and other global public good financing are estimated at the magnitude of several trillion dollars per year.

23. Financing needs vary between countries and, for some, are disproportionately large compared with the size of the economy. Least developing countries, small island developing States, landlocked developing countries and countries emerging from conflict face unique challenges that result in specific financing needs. Simultaneously, financing needs in middle-income countries need to be addressed. Although financing needs for sustainable development are vast, the Committee of Experts argued that global public and private savings are sufficient to meet them with changes in allocation. This requires an integrated policy framework that changes existing patterns to enable effective mobilization and use of resources.

¹ The United Nations Conference on Trade and Development (UNCTAD) also provides estimates in respect of various sustainable development goal sectors in the *World Investment Report 2014: Investing in the SDGs: An Action Plan*.

24. The national and subnational levels will be the primary contexts in which the post-2015 development agenda will be implemented. However, in some countries, weak enabling environments — including governance, rule of law, economic policies, institutions, inadequate infrastructure, and national policy strategies — hamper implementation. To that end, in his synthesis report (A/69/700), the Secretary-General encouraged countries to adopt comprehensive national sustainable development financing strategies that would be integral parts of their national sustainable development strategies.

D. Mobilization of domestic public resources

25. The mobilization of both public and private resources at the domestic level is at the core of financing for sustainable development and meeting the sustainable development goals. This mobilization of domestic public resources enables Governments to provide goods and services, including health, education, food security and investments in infrastructure. It further reinforces a country's ownership of public policy and strengthens accountability. Inequalities (including gender), macroeconomic stability and the alignment of domestic policies and incentives with sustainable development can be addressed in part through budgeting and tax policies. Public resources are first and foremost generated through sustainable growth. At the same time, macroeconomic management plays an important role in ensuring sustainable and equitable economic growth.

26. Public resource mobilization has grown dramatically since the adoption of the Monterrey Consensus, with developing countries achieving revenue increases of 2 to 3 per cent of GDP on average and some countries achieving increases of up to 5 per cent. Tax revenues account for about 10 to 14 per cent of GDP in low-income countries, which is about one third less than in middle-income countries and significantly less than in high-income countries, which achieve tax-to-GDP ratios of 20 to 30 per cent.² At the country level, factors that may constrain raising revenue include weak tax administrative capacity, the size of the tax base, tax elasticity, the volatility of sectors being taxed and commodity prices.

27. Broadening the tax base has proved to be effective for advancing tax collection in many countries, including the small island developing States and the least developed countries. Recent increases in domestic resource mobilization stem from value-added tax expansion, robust receipts from corporate income taxes plus a moderate increase from personal income taxes; revenues from trade taxes, however, decreased. While some 150 countries now have a value-added tax that on average accounts for 25 per cent of all tax revenue, this has not always made up for the loss in revenue from declining trade taxes associated with tariff reductions.

28. The capacity of tax collection and enforcement remains weak in many countries owing to under-resourcing, misallocation and lack of mid-level skills. Despite evidence that ODA directed at capacity development in the revenue and customs sectors in developing countries is effective, it has attracted a minimal share of ODA, at less than 1 per cent of the total. In addition, corporate tax revenue is under pressure from global tax competition. Combating tax avoidance and evasion can result in significant gains in revenue mobilization in developing countries.

² World Bank Group, *Financing for Development Post-2015* (Washington, D.C., 2013).

29. There are limits, however, to the revenue that can be raised from improved efforts by individual countries. Given the globalization of finance and trade, international tax cooperation must play a key role. Progress has been achieved in the area of international tax cooperation, including through the Committee of Experts on International Cooperation in Tax Matters and the base erosion and profit-shifting initiative of the Organization for Economic Cooperation and Development (OECD) and the Group of Twenty. While the amount of money lost to “illicit financial flows” is subject to much debate,³ all available evidence suggests that it is significant and poses a systemic problem that interferes with the mobilization of resources needed for investment in sustainable development.

E. Mobilization of international public resources

30. International public finance, both concessional and non-concessional, will continue to be an essential financing source in efforts to end poverty, ensure healthy lives, advance education, achieve gender equality, protect the environment and combat climate change. ODA will remain particularly relevant for countries with limited ability to raise domestic public resources, such as the least developed countries, small island developing States, countries emerging from conflict and other vulnerable countries. However, even after graduation to middle-income status, countries will need access to international public finance.

31. Since the adoption of the Millennium Development Goals and the Monterrey Consensus, net ODA has increased significantly, from \$84 billion in 2000 to \$134.8 billion in 2013. Although ODA fell in 2011 and 2012 in real terms, it rebounded in 2013, rising by 6.1 per cent in real terms, to reach a record \$134.8 billion.⁴ Yet, many donors have not met their commitments. The Istanbul Programme of Action calls for donors to devote 0.2 per cent of their gross national income (GNI) to ODA for least developed countries. Instead, the share of ODA that was allocated to this group has fallen. While ODA to the least developed countries was predominantly allocated to social sectors rather than to economic sectors vital for structural transformation, this fall in ODA to the least developed countries is imperilling Millennium Development Goal-related achievements.

32. As concerns about environmental degradation and climate change have grown, aid targeting environmental sustainability has seen an increase. Bilateral ODA commitments targeting improvement in the global and local environment as a principal or significant objective reached \$31 billion annually on average between 2010 and 2012, representing 24 per cent of total bilateral ODA.⁵ At the same time, a preliminary assessment of “fast-start finance” — new and additional resources pledged in 2009 by developed countries for climate change mitigation and adaptation during the fifteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change — found that 80 per cent of

³ There is no agreed definition of the concept of illicit financial flows, but it is generally used to convey three different flows: the proceeds of commercial tax evasion, revenues from criminal activities, and public corruption.

⁴ Organization for Economic Cooperation and Development (OECD) international development statistics, available from <http://stats.oecd.org/qwids>.

⁵ Jan Corfee-Morlot and Stephanie Ockenden, “Finding synergies for environment and development finance” in *OECD Development Cooperation Report 2014: Mobilizing Resources for Sustainable Development*.

these flows were also counted as ODA and were paid out with similar modalities, largely through bilateral channels. Much of this money has gone to mitigation and, as a result, fast-start finance has benefited middle-income countries disproportionately.⁶

33. In addition to increasing the volume of aid flows, many countries have committed themselves to increasing the effectiveness of aid. Since the Monterrey Consensus, the Global Partnership for Effective Development Cooperation and the Development Cooperation Forum of the Economic and Social Council have contributed to these efforts. In areas such as untied aid, reporting ODA in national budgets and the use of country systems in the management of aid-funded programmes and projects, moderate progress was achieved.⁷ At the same time, donors continue to attach too many conditions to ODA and maintain complex internal procedures, while fragmentation of donor activities poses coordination challenges. (see E/2014/77). In December 2014, OECD members came to an agreement to establish a grant equivalent calculation for concessional loans and progressed further on modernizing its rules for the measurement of ODA.

34. Bilateral and multilateral loans play an important role, particularly in middle-income countries. As countries grow and thus exit from grant finance, concessional and non-concessional loans are frequently used to fill gaps between financing needs and the lagging domestic public resource mobilization. Innovative sources of finance, for example, financial and currency transaction taxes or carbon taxes, have shown their potential but have been implemented only on a small scale.

35. South-South and triangular cooperation have continued to rise in scale and importance: South-South concessional loans, grants and technical cooperation reached between \$16.1 billion and \$19 billion in 2011 (ibid.). In July 2014, Brazil, the Russian Federation, India, China and South Africa formally launched a development bank, dubbed the New Development Bank, to support infrastructure and sustainable development projects in Brazil, the Russian Federation, India, China and South Africa and other developing countries. Similarly, the formation of a new Asian Infrastructure Investment Bank was agreed in October 2014 by 21 Member States.

F. Mobilization of domestic and international private resources

36. Private investment is an important driver of economic growth and job creation. It is largely oriented towards profitable activities and well-suited for productive investments. The mobilization of stable and long-term domestic and international private resources will be essential to ensure much-needed investments in sustainable industrialization, innovation and such critical infrastructure as transport, energy and information and communications technology.

37. A strong upward trend was measured in international private capital flows to developing countries over the past decade, with net private capital flows to developing countries increasing more than threefold, from \$155.7 billion in 2005 to

⁶ Overseas Development Institute and others, *Mobilizing International Climate Finance: Lessons Learned from the Fast-Start Finance Period* (2013).

⁷ OECD, United Nations Development Programme (UNDP), *Making Development Co-operation More Effective: 2014 Progress Report*.

\$327.7 billion in 2013.⁸ Many international private flows, however, are highly procyclical, and portfolio flows, in particular, have experienced great volatility. In 2014, aggregate net capital inflows to developing countries were projected to be \$73.7 billion, but this masks large differences between various countries and regions. Private capital flows were not necessarily invested in countries most in need and in sectors necessary for sustainable development.

38. Foreign direct investment (FDI) to developing and transition economies rose from \$373 billion in 2005 to \$750 billion in 2014⁹ and has also shown greater stability than portfolio flows. Outward FDI from developing countries and economies in transition has also increased sharply, reaching \$553 billion, or 39 per cent of total outward FDI, in 2013.¹⁰ However, the quality of these investments matters. Greenfield FDI to developing countries, the form of FDI that is likely to have a larger impact on growth than mergers and acquisitions, has fallen by more than 50 per cent since the peak year of 2008, signalling a potential reduction of the impact of FDI on the real economy or sustainable development.

39. In many developing countries, domestic financial markets remain underdeveloped, constraining the availability of finance. Credit is predominantly short-term, as alternative vehicles such as angel investors and venture capital funds are largely absent. While international institutional investors hold trillions of dollars in assets, their investment in infrastructure and other areas has been limited. In combination with the shortage of commercial lending for trade and other activities, this also imposed difficulties for small and medium enterprises, which cannot fulfil their role of being the main drivers of innovation, employment, trade and growth.

40. The public sector provides the policy framework within which the private sector operates. Indeed, it is the lynchpin of a financing strategy. Policies, regulations and incentives can shift investment towards sustainable development, including policies such as putting a price on carbon emissions, guarantees and mandatory reporting. Innovative approaches to pooling of funds and risk-sharing that are designed to prevent patterns in which the public sector keeps the risk while the private sector collects guaranteed high returns should be developed.

41. Philanthropic finance provided by private individuals, foundations and other organizations has become more significant. Substantial increases were also recorded in overseas remittances from migrant workers. However, 2.5 billion people, especially women and the poor, remain without access to any formal financial services.

G. International trade and debt sustainability

42. Trade can serve as an engine for sustainable development and provide resources for investment through private export earnings and increased tax revenue. The share of developing countries in the value of total world exports has dramatically increased since the Monterrey Consensus, but progress is distributed

⁸ Calculations by the Department of Economic and Social Affairs of the United Nations Secretariat based on the International Monetary Fund (IMF) World Economic Outlook database (October 2014) and Balance of Payments Statistics.

⁹ UNCTAD, *Global Investment Trends Monitor*, No. 18 (Geneva, 29 January 2015).

¹⁰ UNCTAD, *World Investment Report 2014: Investing in the SDGs: An Action Plan* (United Nations publication, Sales No. E.14.II.D.1).

unevenly, with the least developed countries, landlocked developing countries and small island developing States being particularly disadvantaged.

43. The inability of WTO member countries to conclude the Doha Development Round of trade negotiations has impeded progress on issues of concern for developing countries, including on agricultural export subsidies and export measures. An encouraging signal was sent by the unblocking of the implementation of the December 2013 Bali package, which includes an agreement on trade facilitation with potential to open new opportunities for trade as well as key decisions in support of the least developed countries. Bilateral and regional trade and investment agreements have proliferated, resulting in a fragmented policy environment. There are also concerns about the impact of provisions in some of these agreements on gender, financial stability, environmental sustainability and other areas of public interest.

44. Since the Monterrey Consensus, the implementation of the Heavily Indebted Poor Country Initiative and the Multilateral Debt Relief Initiative, in combination with improved macroeconomic and public resource management, has led to a substantial decline in debt ratios of developing countries. However, debt distress is pronounced in some developed countries, and risk also remains high in some developing countries, especially in the small island developing States. Debt sustainability and crisis prevention have become even more complex owing to recent rises in the issuance of both domestic currency debt and international sovereign bonds by developing countries, along with increased lending to developing countries by emerging official creditors and the private sector.

45. There is general agreement that additional improvements to the frameworks for sovereign debt restructuring are needed. In October 2014, the IMF Executive Board endorsed reforms to international sovereign bond contracts that attempt to address collective action problems in sovereign debt restructurings. The reforms strengthen aggregation clauses in bond contracts, and IMF will work to help countries to include these in their future sovereign debt issuances. In August 2014, the General Assembly agreed to the establishment of an ad hoc committee on sovereign debt restructuring processes with a view to negotiating a multilateral legal framework on sovereign debt restructuring.

H. Technology, innovation and capacity-building

46. In the long term, improvements in living standards depend on the development and diffusion of appropriate technologies. Science, technology and innovation are of pivotal importance in addressing sustainable development challenges in many areas, including sustainable economic growth and industrialization, poverty eradication and many others. Yet, access to technology remains uneven and unequally distributed and gaps persist. For example, 74 per cent of populations in developed countries use the Internet, compared with only 26 per cent in developing countries. Developing countries, the least developed countries in particular, spend significantly less on research and development and international collaboration in science. Furthermore, of the world's researchers, only 27 per cent are women and only 0.5 per cent reside in least developed countries. Strengthened national innovation systems on a domestic level and dissemination of new and existing technologies globally will be needed if the sustainable development goals are to be met.

I. Systemic issues

47. In recent years, the international community has taken important steps to strengthen the resilience of the financial sector and reduce the risk of future crises through regulatory reform, primarily through regulation of the banking sector through Basel III. While Basel III recommends that national regulators require a countercyclical capital buffer of up to 2.5 per cent of assets, it is unclear whether this will be enough. Disclosure requirements on a new definition of the leverage ratio, which should be no less than 3 per cent, came into force in January 2015. However, concerns remain with respect to the impact of Basel III on access to credit, and thus sustainable development finance, as well as its efficacy in creating a more stable financial system. There has also been no effective measure to deal with the risks and moral hazard posed by "too big to fail" banks.

48. There are other areas of financial regulation that remain of concern, presenting global systemic risks. Measures to deal with "shadow banking", a term used to describe credit intermediation outside the conventional banking system, still remain outside a coherent regulatory framework for these institutions. Progress on moving over-the-counter derivatives trading onto exchanges remains slow and beset by differences of opinion between regulators in different jurisdictions. It is also important to address issues of access to credit along with managing risks, to ensure that the financial sector supports the real economy in a stable and balanced manner.

49. Alongside major investments and changed policy frameworks, countries need coherent trade, monetary financial and environmental systems, as well as strengthened global economic governance. Coherence needs to be pursued at both the national and international levels. Strengthened global economic governance can contribute to such coherence checks. This implies greater voice and participation in international financial and economic institutions, standard- and norm-setting bodies and financial regulatory bodies. For example, the failure to implement governance reforms at IMF will need to be overcome, and developing countries will need to participate more effectively in the development of new norms for international tax policy.

J. Suggested questions for discussion

(a) What concrete changes are needed to help countries to combat international tax avoidance and evasion? How can the needs and realities of developing countries best be respected in negotiations on new international tax norms?

(b) What concrete actions are required to mobilize more international public finance and increase its effectiveness?

(c) What are the most and least effective policies to promote stable, long-term investments in sustainable development?

(d) What innovations in global economic governance arrangements might be needed to improve the coherence of financial, economic and monetary policy frameworks with the trade system and social and environmental agreements?

III. Renewed global partnership for development in the context of the post-2015 development agenda

50. Three high-level international meetings in 2015 will give the international community the opportunity to chart a new era of sustainable development. The first is the third International Conference on Financing for Development in Addis Ababa in July, where a compact for a renewed global partnership could be realized. The second is the United Nations summit for the adoption of the post-2015 development agenda in September, where the world will embrace a new development agenda beyond post-2015. The third is the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, to be held in Paris in December; Member States have pledged to adopt a new agreement at the session to tackle a threat that could jeopardize the implementation of the post-2015 development agenda.

51. The preparations for the third International Conference on Financing for Development are well under way. There is an emerging consensus that if the Conference is to succeed, its outcome must be relevant to and coherent with the post-2015 development agenda. As such, the Addis Ababa outcome will provide a unique opportunity to build a new global partnership for sustainable development that will be instrumental in providing the means of implementation of the development agenda beyond post-2015.

52. The fundamental responsibility for the renewed global partnership for development lies with Governments. Collective public action and bold leadership are required to deliver on the collective promises that will be enshrined in the post-2015 development agenda as adopted by the summit. Governments will be held accountable by future generations for the success of the commitments made later this year in Addis Ababa, New York and Paris. The global partnership for sustainable development will depend on the resources, knowledge and ingenuity of business, civil society, the scientific community, philanthropists and foundations, and other stakeholders. It will also depend on renewed commitments by other stakeholders and will need to be flexible to facilitate the engagement of all stakeholders to draw on their respective strengths.

53. The global partnership must also respect each country's policy space and take into account different national realities and differentiated needs, capacities and levels of development. Moreover, to be effective, it will require a strengthened and more robust monitoring and accountability mechanism, to monitor progress in implementation and the fulfilment of commitments. This includes a strong follow-up process, based on the necessary expertise, including that of the institutional stakeholders of the financing for development process.

A. Multi-stakeholder partnerships in support of the global partnership for sustainable development

54. Multi-stakeholder implementing partnerships can contribute to the realization of the broader vision of the global partnership for sustainable development, at both the national and international levels. Partnerships include global funds in such areas as health and climate, in addition to domestic-level partnerships aimed at developing expertise and public-private partnerships. Many global implementing

partnerships have raised resources, mobilized technical expertise and knowledge and capacity-building, contributed to efficiency gains in delivery, built momentum on the ground and helped to build consensus around issues.

55. At the same time, these partnerships need to be looked at within the context of the broader development cooperation landscape. Principles of effective development cooperation, including ownership by developing countries, a focus on results, inclusiveness of partnerships, and transparency and mutual accountability, should be addressed in the conception and in the implementation activities of partnerships, particularly those that operate at a global level. Due consideration needs to be given to the proliferation of financing channels and the fragmentation of the development cooperation architecture. The decision to set up new funds demands careful analysis, including the costs and benefits versus other delivery mechanisms, such as multilateral channels, including multilateral development banks, and bilateral programmes to deliver ODA. Each type has advantages and disadvantages.

56. In this context, it would be useful to have a set of guidelines and tools for analysis to help determine if a proposed new fund represents the most effective, efficient and coherent funding modality for achieving the stated purpose, particularly in view of the growth in the number of partnerships over the past 15 years. Drawing on existing experiences, a number of initial elements can be identified. Partnerships should work with and alongside existing instruments and institutions to ensure coordinated, cross-sectoral and integrated approaches in support of country-driven priorities and strategies. In order for implementing partnerships involving different stakeholders to be effective drivers for sustainable development, it has been suggested that they should be guided by human rights and respect pre-existing norms, standards and political commitments. They should address different abilities and incentives of different stakeholder groups, ensure that all partners are held accountable and be subject to effective monitoring. Several examples illustrating the wide variety of existing partnerships and their contributions to sustainable development are provided below.

57. In the field of health, global partnerships, including the Global Fund to Fight AIDS, Tuberculosis and Malaria and the Global Alliance for Vaccines and Immunization have been effective in immunizing millions of children and distributing AIDS and tuberculosis treatments to millions of people in the developing world. The Ebola crisis has further underscored the importance of developing national health-care systems and has led to calls for widening the scope of the health funds. They have created innovations in governance structures that have led to changes in the way resources have been delivered to countries. At the same time, a large proportion of their funding comes from ODA. For example, the Global Fund is mostly financed from ODA, with a small proportion from philanthropy. Uniquely, the International Drug Purchase Facility, which seeks to supply affordable medicines for HIV/AIDS, malaria and tuberculosis to low-income countries, is funded largely from an innovative source of funding, the air-ticket solidarity levy.

58. Other examples of initiatives include the Sustainable Energy for All initiative, which is a global, multi-stakeholder partnership among Governments, the private sector and civil society. Its three objectives pertain to access to modern energy services, energy efficiency and renewable energy. The partnership attempts to set out a framework for action taken by its members, rather than acting on its own. It further contributes by monitoring progress against goals and raising awareness of the issues at the highest levels.

59. The Open Government Partnership is a multilateral initiative that aims to secure concrete commitments from Governments to promote transparency, empower citizens, fight corruption and harness new technologies to strengthen governance. It aims at accountability in respect of commitments rather than securing financing and operates at the global level. In the spirit of multi-stakeholder collaboration, the partnership is overseen by a steering committee that includes representatives of Governments and civil society organizations and has a secretariat that tracks new members and progress on country annual plans. The private sector is not involved. One key innovation is the creation of an independent reporting mechanism, in which governance experts review country annual self-assessments. The Global Agriculture and Food Security Programme involves civil society in a decision-making role. The Programme is a multilateral mechanism to improve incomes and food and nutrition security in low-income countries by boosting agricultural productivity. It focuses on smallholder farmers and has farmer organizations and civil society groups on its board along with donor Governments and Governments of developing countries.

60. As an example of a regional partnership, the Caribbean Challenge is a conservation initiative that brings together Governments, companies and partners to accelerate action on conservation in the Caribbean. Together, the nine participating countries and territories have committed to conserve at least 20 per cent of near-shore and coastal environments in marine-protected areas by 2020 with the help of private and public sector partners. This South-South initiative focuses on policy development, although it is associated with a financing mechanism, the Caribbean Biodiversity Fund.

61. The Accord on Fire and Building Safety in Bangladesh is an example of a single-country initiative, but one that does not involve government. An international organization, the International Labour Organization (ILO), mediates the 2013 initiative, which is a five-year independent, legally binding agreement between global brands and retailers and trade unions designed to build a safe and healthy Bangladeshi garment industry. The agreement was created in the immediate aftermath of the Rana Plaza building collapse that led to the death of more than 1,100 people and injured more than 2,000 and is focused on accountability.

62. The third International Conference on Financing for Development needs to ensure that the global partnership for development and the wide range of implementing partnerships upon which it will draw are embedded in a cohesive and holistic financing framework for sustainable development. As the financing and development landscape is increasingly characterized by many dispersed actors and a high level of complexity, its most important contribution may lie in setting the right incentives for this broad range of actors to facilitate sustainable development financing and investment.

B. Suggested questions for discussion

(a) What are the lessons learned from the current global partnership? What are the most pressing new challenges and emerging issues that a renewed global partnership for development needs to address?

(b) Under which circumstances should multi-stakeholder implementing partnerships be used as a vehicle of implementation?

(c) How can multi-stakeholder implementing partnerships be most effectively used to contribute to sustainable development? Which general principles should they adhere to?

IV. Follow-up and the way forward: enhancing the role of the Economic and Social Council

63. In the course of the General Assembly negotiations on the post-2015 development agenda, Member States have underscored that an ambitious development agenda must be accompanied by an effective framework to review progress. The exact structure of this review framework will be discussed at the May 2015 General Assembly negotiations on the post-2015 development agenda. Discussions are likely to continue at the high-level political forum on sustainable development (26 June to 8 July 2015) leading to the final negotiations in July 2015.

64. In 2012, world leaders gathered at the United Nations Conference on Sustainable Development, at which they reaffirmed the role and authority of the General Assembly on matters of concern to the international community. They committed to strengthening the Economic and Social Council, recognizing its key role in achieving a balanced integration of the three dimensions of sustainable development.

65. The world leaders also established a high-level political forum on sustainable development to provide leadership and guidance on recommendations for sustainable development. The high-level political forum will conduct regular reviews, starting in 2016, on the follow-up and implementation of sustainable development commitments, within the context of the post-2015 development agenda. These reviews will be voluntary and include developed and developing countries, as well as relevant United Nations entities (see General Assembly resolutions 66/288, annex and 67/290). At its coming session, which will be held under the auspices of the Council, the forum will discuss its role and ways to implement its functions in following up on and reviewing the implementation of the post-2015 development agenda.

66. In its resolution 2012/30, the Economic and Social Council referred to the commitment to strengthening the Council and requested the Secretary-General to submit proposals in that regard, including the working methods of the Council, and giving special attention to the integrated and coordinated implementation of, and follow-up to, the outcomes of all major United Nations conferences and summits in the economic, social and environmental fields.

67. In the report of the Secretary-General on the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council (A/67/736-E/2013/7), it was stressed that the interrelated challenges of sustainable development and poverty eradication are at the heart of the Council's mandate. It called for an issue-oriented Council that can help to leverage the vast reservoir of expertise and experience in the United Nations system to better delineate core issues, the cross-cutting dimensions and holistic features, and strategic priorities at all levels. It stressed that a strengthened Council could also better engage stakeholders beyond the United Nations system through the involvement of the academic and scientific community, the private sector, civil society and public

authorities at all levels, in knowledge-sharing and programme-partnering, in a collective mainstreaming of sustainable development. The report included specific recommendations aimed at transforming the Council into an issue-oriented, knowledge-based, stakeholder-friendly intergovernmental body. It also addressed the need to bring greater coherence to the work by, *inter alia*, refocusing its agenda, streamlining its work programme and restructuring the calendar of its sessions. In his synthesis report entitled “The road to dignity by 2030: ending poverty, transforming all lives and protecting the planet” (A/69/700), the Secretary-General made recommendations on how to gauge progress. The report recommends a multi-level, multi-stakeholder review system for the post-2015 agenda. The Secretary-General outlines five components: (a) accountability at the national level; (b) peer reviews at the regional level; (c) knowledge and experience-sharing at the global level; (d) thematic reviews to chart progress on particular themes; and (e) review of the global partnership for sustainable development.

68. The framework to review progress on the post-2015 development agenda was further discussed at the first General Assembly negotiation session and other Assembly and regional meetings.

69. In September 2013, the General Assembly adopted its resolution 68/1 in which it set out measures strengthening the Council. The new framework rests on four major pillars: First, the Council will follow an issues-based approach and will select an annual theme. Second, the Council will hold annually an integration segment aimed at consolidating inputs from various sources, including subsidiary bodies, on the main theme and promoting a balanced integration of the three dimensions of sustainable development. Third, the Council is expected to conduct action-oriented reviews of the activities, reports and recommendations of its subsidiary bodies. Fourth, the annual report of subsidiary bodies will now be considered at one of the Council's coordination and management meetings.

70. Member States have recognized the work of the Council in implementing these reforms over the past year and improving its effectiveness.¹¹

71. Moreover, the high-level political forum, under the auspices of the General Assembly and the Council, has the potential to further strengthen its two parent bodies.

72. The Economic and Social Council continues to serve as a platform where Governments, non-governmental organizations, business, academia, the philanthropic community and others can come together to discuss ways to promote sustainable development. Since 2008, it has convened an annual partnerships forum bringing together a wide range of stakeholders to discuss how partnerships across a variety of sectors, including health, agriculture and food security, and gender equality, can help to advance the development agenda. The Council's role in the area of partnerships could expand in the context of the post-2015 development agenda.

73. Indeed, the Economic and Social Council boasts some unique strengths in this regard. It has the mandate to follow up the implementation of the outcomes of world summits and conferences held in the 1990s. Second, the Council has also been given an oversight and coordination role vis-à-vis the United Nations system and, as such, should review and provide guidance on the partnerships in which these

¹¹ Ministerial declaration of the high-level segment of the 2014 session of the Economic and Social Council.

organizations are involved, including with the private sector. Third, the Council's multi-stakeholder Development Cooperation Forum is another space where Government-to-Government partnerships have been discussed since 2007. The Forum also identified ways to enhance national and global accountability and the effective monitoring of development cooperation. Fourth, the special high-level meeting of the Council with the World Bank, IMF, WTO and UNCTAD remains the premier forum to address issues of coherence, coordination and cooperation in the context of the financing for development process.

74. The Economic and Social Council could further enhance its role in development cooperation as donor and recipient nations look to hold each other to account as partners. In that context, the Development Cooperation Forum could provide a suitable platform for global mutual accountability while the special high-level meeting could continue to provide a forum for Governments, the major institutional stakeholders, civil society and the business sector to coordinate their implementation efforts in the context of the post-2015 development agenda. These issues will be further discussed in the context of the preparations for the conference in Addis Ababa. The Council and its subsidiary bodies may also be called upon to make further efforts to harmonize their own institutional framework in the light of the post-2015 development agenda as approved by the General Assembly. Lastly, the Council could provide dedicated attention, resources and guidance on the most vulnerable countries, whose voice is often underrepresented in other international organizations.

Suggested questions for discussion

(a) What could be the role of the General Assembly, the Economic and Social Council and its subsidiary bodies and events, the high-level political forum and the broader United Nations system in promoting a global partnership for sustainable development in the context of the follow-up to the financing for development process and the post-2015 development agenda?

(b) Is there a need for any further strengthening of the special high-level meeting and what would reforms of this event look like?



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**Coordination, programme and other questions: prevention
and control of non-communicable diseases**

United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases

Note by the Secretary-General

The Secretary-General has the honour to transmit to the Economic and Social Council the report of the Director-General of the World Health Organization on the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases, submitted pursuant to Council resolution 2014/10.



Report of the Director-General of the World Health Organization on the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases

I. Introduction

1. The United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases was established by the Secretary-General in 2013 by expanding the mandate of the Ad Hoc Inter-Agency Task Force on Tobacco Control, pursuant to Economic and Social Council resolution 2013/12. The Task Force was placed under the leadership of the World Health Organization (WHO), and coordinates activities of the relevant funds, programmes and specialized agencies of the United Nations system and other intergovernmental organizations to support the realization of commitments made by Heads of State and Government in the Political Declaration of the High-level Meeting of the General Assembly on the Prevention and Control of Non-communicable Diseases, adopted in 2011 by the General Assembly in resolution 66/2, in particular through the implementation of the WHO global action plan for the prevention and control of non-communicable diseases 2013-2020, endorsed by the sixty-sixth World Health Assembly in its resolution WHA66.10. Following the issuance of the note by the Secretary-General to the Council transmitting the report of the Director-General of WHO on the Task Force (E/2014/55), the Council, in its resolution 2014/10, endorsed the terms of reference for the Task Force, including a division of tasks and responsibilities of its members, in June 2014. Pursuant to the resolution, the present report discusses the progress achieved by the Task Force since the submission of the previous report.

II. Work of the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases

2. Pursuant to Council resolution 2014/10, the work of the Task Force between June 2014 and June 2015 has been directed towards the implementation of the six objectives set out in its terms of reference, and in line with the Political Declaration, the 2014 outcome document of the high-level meeting of the General Assembly on the comprehensive review and assessment of the progress achieved in the prevention and control of non-communicable diseases (resolution 68/300), the WHO global action plan and the WHO global coordination mechanism on the prevention and control of non-communicable diseases.¹

3. A workplan covering the period 2014-2015 was developed by the Task Force in line with the objectives set out in its terms of reference and consists of 43 actions. Members of the Task Force are working in partnership with one another to complete the actions, each of which has a lead agency. Progress reports are available from the WHO website.²

¹ See A/67/L.1 Add.3 Rev.1 and WHA67/2014/REC/3, summary record of the seventh meeting of Committee A.

² www.who.int/nmh/ncd-task-force/en/.

Objective 1: to enhance and coordinate systematic support to Member States, upon request, at the national level, in efforts to support responses to prevent and control non-communicable diseases and mitigate their impacts

Strengthen the capacities of United Nations country teams, including through joint programming

4. United Nations country team joint programming was accelerated by missions to Belarus (14-18 July 2014), Kenya (29 September-3 October 2014), India (8-12 December 2014) and Tonga (9-13 March 2015). The objective of the missions was to support country teams in their efforts to help countries to build and share solutions for the prevention and control of non-communicable diseases, and to establish a United Nations thematic group on non-communicable diseases, or other appropriate arrangements, to serve as platforms for joint support to national efforts to address non-communicable diseases. Efforts include integrating non-communicable diseases into the common country assessment and United Nations Development Assistance Framework, identifying opportunities for country team cooperation, including joint programming, and monitoring progress on the implementation of the activities of the country teams relevant to addressing non-communicable diseases. Participants included the heads of the resident organizations of the United Nations system, supported by senior representatives from the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF), the World Bank and WHO. In addition, a senior representative from the Joint United Nations Programme on HIV/AIDS (UNAIDS) joined the mission to Kenya, and the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) participated in the mission to Tonga.

5. The terms of reference for the joint programming missions were prepared by the WHO country offices and United Nations country teams, in close collaboration with ministries of health and planning. Support was provided by the secretariat of the Task Force. The missions included meetings with the country teams, ministries of health, finance, trade, agriculture, consumer affairs, sport and planning, civil society and, in some cases, selected private sector entities. The missions included engagement with the media in order to raise the profile of national efforts to address non-communicable diseases.

6. The country teams in countries that have hosted joint programming missions are now increasing their support to Governments in preventing and controlling non-communicable diseases. The missions have also provided the country teams with a better understanding of the current practical knowledge, available evidence and the outcomes of a review of international experience in how to support Governments in using "whole-of-government" and "whole-of-society" approaches to addressing non-communicable diseases.³

³ Such outcomes include very cost-effective and affordable ("best buy") interventions; national multisectoral mechanisms (such as a high-level commission, agency or task force for engagement, policy coherence and accountability); a national multisectoral action plan; and a set of national targets based on the nine voluntary global targets for the prevention and control of non-communicable diseases contained in the WHO global action plan.

7. In response to requests received from country teams, the Task Force is planning to undertake missions to Barbados, China, Egypt, Jordan, Mozambique, Sri Lanka, Turkey and Viet Nam in 2015.

8. In addition, many WHO country offices have worked closely with resident country teams to scale up national responses to non-communicable diseases in order to increase access to interventions that reduce risk factors for non-communicable diseases and enable health systems to respond; develop national multisectoral policies and plans on non-communicable diseases; and increase the priority given to addressing non-communicable diseases in national health-planning processes and development agendas. WHO continued to provide technical assistance to developing countries through its programme budget for the biennium 2014-2015, which included a provision of \$193 million.

Address the linkages between physical inactivity and physical education and sport

9. The Intergovernmental Committee for Physical Education and Sport of the United Nations Educational, Scientific and Cultural Organization (UNESCO) established an ad hoc working group charged with elaborating indicators, benchmarks and self-assessment tools for monitoring the implementation of the Declaration of Berlin, adopted at the fifth International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport, including an indicator for a 10 per cent relative reduction in the prevalence of insufficient physical activity.

10. WHO and UNESCO have developed quality physical education guidelines in English, French, Spanish and Portuguese and will begin implementing them in selected countries in 2015.

Address multisectoral policies to improve nutrition

11. FAO and WHO, in collaboration with the High-level Task Force on the Global Food Security Crisis, the United Nations Standing Committee on Nutrition, the International Fund for Agricultural Development, UNESCO, UNICEF, the World Bank, the World Food Programme, the World Trade Organization (WTO) and the International Food Policy Research Institute, jointly organized the Second International Conference on Nutrition, held in Rome from 19 to 21 November 2014. The Conference adopted the Rome Declaration on Nutrition and its companion Framework for Action. The outcome documents called for action to address the multiple burden of malnutrition through the food system, health care, education, social protection and water and sanitation. In paragraph 17 of the Rome Declaration on Nutrition, ministers and representatives of FAO and WHO recommend that the General Assembly consider declaring a decade of action on nutrition from 2016 to 2025 within existing structures and available resources.

12. The first Global Nutrition Report, published in 2014 by the International Food Policy Research Institute, described progress across the world in improving the nutrition status of countries. The report identifies bottlenecks and opportunities for action and for strengthening nutrition accountability at the country and global levels. It presents data on the prevalence of overweight among children under age 5 and adults. Country profiles on nutrition include data on metabolic risk factors for diet-related non-communicable diseases. The report references technical notes on

nutrition and the sustainable management of resources, measuring and tracking the access dimension of food security, and on the FAO Voices of the Hungry project.

Address the linkages between the harmful use of alcohol, violence and infectious diseases (HIV/AIDS and tuberculosis)

13. A regional meeting involving nine countries in sub-Saharan Africa on how to strengthen action on the harmful use of alcohol, interpersonal violence and HIV/AIDS was held in Namibia from 10 to 12 June 2014. The meeting was organized jointly by WHO and UNDP as part of wider efforts to build synergies between responses to the use of alcohol, gender-based violence, HIV/AIDS and tuberculosis. The countries that participated in the meeting are now developing national action plans, and at least four have been endorsed by their respective Governments.

Address the linkages between overweight, obesity, diabetes and the law

14. WHO, the International Development Law Organization and the University of Sydney conducted a consultation in the WHO Western Pacific region on overweight, obesity, diabetes and the law. The consultation brought together public health and legal professionals, advocates for consumer rights and other civil society representatives. Its focus was on identifying examples of legal and policy interventions already existing in the region that addressed obesity and diabetes from a prevention perspective; identifying the most important current and emerging legal issues, including trade and discrimination; identifying champions in reducing overweight, obesity and diabetes, ways of harnessing their involvement and ways of overcoming potential obstacles to drafting legislation; and developing technical recommendations on the way forward. Subsequently, WHO hosted a national consultation in Fiji on non-communicable diseases and the law and, with the International Development Law Organization, signed a memorandum to advance global collaboration on health, including diet, physical activity and legislation.

Promote the use of nuclear technologies in assessing body composition as a risk factor for non-communicable diseases

15. In 2014, the International Atomic Energy Agency (IAEA) and WHO signed practical arrangements to cooperate in the area of child nutrition. In addition, IAEA continued to support its member States in using nuclear techniques to assess obesity-related issues. A project to assess body composition in children and adolescents as a risk factor for chronic diseases was completed in 2014 and has led to better understanding of the relationship between body fat percentage, body mass index and future risk to health. The results will help countries to develop appropriate public health programmes that will reduce the burden of non-communicable diseases in the future.

Address the linkages between non-communicable diseases and the workplace

16. The International Labour Organization (ILO) has published updated global estimates of occupational injuries and work-related diseases, including non-communicable diseases, which account for 90 per cent of the global fatal work-related disease burden.

17. ILO has published two guides to support member States in integrating the prevention and control of non-communicable diseases into national occupational health and safety programmes: a national system for recording and notification of occupational diseases practical guide and a report on improvement of national reporting, data collection and analysis of occupational accidents and diseases.

18. From 28 to 30 April 2014, WHO and ILO convened an international consultation in Semnan, Islamic Republic of Iran, on universal health coverage for workers. The results of the collaboration included a road map for scaling up access to, and a set of indicators for measuring, health coverage for workers.

19. ILO and WHO jointly published the HealthWISE package, a practical and participatory quality improvement tool for health facilities. It aims to improve the working conditions of health-care workers and deliver better quality services for patients.

Address the linkages between trade and health

20. In November 2014, the secretariats of WTO, WHO and the World Intellectual Property Organization (WIPO) organized a workshop on trade and public health. The workshop involved a review of the system of multilateral trade agreements as part of wider action to address specific public health needs. A dedicated session was held on multilateral initiatives and international programmes regarding non-communicable diseases and the interface between trade and non-communicable diseases. Participants came from 30 members and observers of WTO and included government officials from health and trade departments and intellectual property offices.

Promote the use of mobile technologies in addressing non-communicable diseases

21. WHO and the International Telecommunication Union (ITU), in collaboration with a range of partners, continued to provide technical assistance to countries as part of a set of national programmes under the Be He@lthy, Be Mobile joint programme. Be He@lthy, Be Mobile uses mobile phone technology to deliver disease prevention and management information directly to individuals and strengthens health systems through the training of health workers. Seven countries involved in the programme (Costa Rica, Norway, the Philippines, Senegal, Tunisia, the United Kingdom of Great Britain and Northern Ireland and Zambia) are developing national mobile health programmes for non-communicable diseases. Planning and implementation documents have been developed in order to help to guide countries in the fields of tobacco cessation and diabetes. Mobile health programmes for cervical cancer, wellness, technology, monitoring and evaluation, and hypertension are expected to be finalized in 2015. In Costa Rica, the short message service (SMS) platform for tobacco cessation was heavily marketed by the national football team and resulted in a 40 per cent cessation rate in its first four months. At the time of the launch of the platform, 1,000 people were signing up each week. In Senegal, the mDiabetes platform sent 80,000 messages to 3,500 individuals with diabetes during Ramadan, a period of high sugar consumption. The same platform was used to send 4 million messages on Ebola prevention to the population of Senegal. Zambia is developing a national SMS-based service to encourage women to undertake cervical cancer screening. The infrastructure

developed in countries can be expanded over time to provide additional mobile solutions at the national level.

Promote healthy lifestyles for children and families

22. In keeping with its commitment under the WHO global action plan, UNICEF has collaborated with other members of the Task Force and the international “NCD Child” network to produce a public awareness and advocacy guide on healthy living and the prevention, control and management of non-communicable diseases in children and adolescents. The guide is designed for community workers, faith-based organizations, youth peer educators and the media in a range of settings and will eventually be included as a chapter in the United Nations global inter-agency communication tool “Facts for Life”,⁴ the new edition of which will be launched at the seventieth session of the General Assembly, in September 2015.

Enable health systems to respond to cancer

23. Through its Programme of Action for Cancer Therapy, IAEA led inter-agency comprehensive cancer control capacity and needs assessment (imPACT Review) missions to Costa Rica, Croatia, Fiji, Georgia, the Lao People’s Democratic Republic, Mozambique, Panama, Peru, Rwanda and Uzbekistan. IAEA and WHO continue to collaborate with member States and assist them with cancer projects in the Programme’s model demonstration sites in Albania, Ghana, Mongolia, Nicaragua, Sri Lanka, the United Republic of Tanzania, Viet Nam and Yemen. Examples of projects include early detection of breast and cervical cancer in Viet Nam; palliative care services in the United Republic of Tanzania; early detection, diagnosis and treatment of cervical and paediatric cancers in women and children in Nicaragua; and strengthening diagnostic services in Nicaragua. Two training courses (on developing a radiotherapy plan within a national cancer control programme and on priority actions for cancer control planning based on imPACT Review experience) were conducted by IAEA to enhance national cancer control capacities. IAEA provided assistance to its member States in all fields related to the safe and secure use of radiation medicine for cancer diagnosis and treatment through 120 national and regional technical cooperation projects, 11 audit missions for quality assurance in nuclear medicine and in diagnostic radiology, and provision of radiation dosimetry (thermoluminescent dosimetry) services. Nine guides, handbooks and syllabuses related to various aspects of radiation medicine for medical professionals were published in the past year.

Promote the use of nuclear medicine in the management of cardiovascular diseases

24. IAEA continued to support its member States in using nuclear science and technology to track and monitor cardiovascular diseases, with a focus on enhancing the clinical application of nuclear medicine in their management. An online seminar in nuclear cardiology was broadcast in 2014 in cooperation with the American Society of Nuclear Cardiology, two e-learning modules (on myocardial perfusion imaging and on a gallery of cardiology cases: asymptomatic patients) were released and a survey to identify variation in radiation doses from nuclear cardiology procedures was conducted in 66 member States.

⁴ *Facts for Life* has been translated into 215 languages and is used in programmes supported by UNICEF in 150 countries.

Strengthen civil registration, vital statistics, disease and risk factor surveillance systems

25. WHO provided technical assistance to countries to strengthen the integration of surveillance of non-communicable diseases into national health information systems. Capacity-building workshops were conducted in 12 countries. Two regional workshops enabled national focal points for the surveillance of non-communicable diseases to exchange lessons learned when establishing national surveillance systems for non-communicable diseases and to encourage setting national targets for the prevention and control of non-communicable diseases.

26. The International Agency for Research on Cancer (IARC) has established four regional hubs for cancer registration, with plans for two more hubs to be launched. The hubs are part of the IARC-led Global Initiative for Cancer Registry Development, which assists countries in obtaining high-quality cancer incidence and survival data through the sustainable development of population-based cancer registries.

27. WHO has produced guidance to support the integration of the comprehensive global monitoring framework for the prevention and control of non-communicable diseases into national information systems. The guidance includes indicator definitions and specifications, and to date has been used in India, the Islamic Republic of Iran and South Africa.

Integrate indicators for non-communicable diseases into national information systems

28. WHO has produced a guidance note on how to integrate indicators for non-communicable diseases into national information systems, which has been applied in three countries.

29. IARC collated cancer incidence and mortality data from cancer registries and the WHO mortality database. Through regular updates of its GLOBOCAN online tool, IARC disseminates national estimates of cancer incidence, mortality, prevalence and disability-adjusted life years. GLOBOCAN presents these global statistics by age and sex for 27 major types of cancer in 184 countries worldwide.

Estimates of alcohol consumption based on data on food commodities for countries in which sales data on alcoholic beverages is unavailable or incomplete

30. Estimates by WHO of alcohol consumption were published in the 2014 edition of the global status report on alcohol and health, which used data from the FAO Statistics Division for 89 countries.

Integrate the prevention and control of non-communicable diseases into the response to humanitarian disasters and emergencies

31. In 2014, the number of displaced persons grew to the highest number since the Second World War. The Office of the United Nations High Commissioner for Refugees (UNHCR), WHO and a number of other Task Force members have jointly supported national programmes to address non-communicable diseases in humanitarian disasters and emergencies. Work is ongoing to develop a tool to assess the needs of internally displaced and refugee populations with non-communicable diseases, to promote cost-effective interventions to those with non-communicable diseases, and to develop an inter-agency emergency health kit to treat those with non-communicable diseases in emergencies.

Objective 2: to facilitate systematic and timely information exchange among entities of the United Nations system and intergovernmental organizations about existing and planned strategies, programmes and activities to prevent and control non-communicable diseases and mitigate their impacts, at the global, regional and national levels, including through the establishment of a virtual practice community for members of the Task Force, with updates regularly circulated to subscribers, and the preparation and regular updating of an inventory of United Nations system activities on the prevention and control of non-communicable diseases

Facilitate information exchange at the global level

32. The third meeting of the Task Force (New York, 16-17 June 2014) was hosted by UNICEF and co-chaired by UNICEF and WHO. The meeting was attended by 23 members, who reviewed the progress made in implementing the workplan for 2014-2015, agreed on an approach for joint programming missions and agreed on plans for joint programmes.⁵

33. The fourth meeting of the Task Force (Rome, 11-13 February 2015) was hosted by FAO and co-chaired by FAO and WHO. The meeting was attended by 17 members, who reviewed the progress of the workplan and discussed how to accelerate progress during 2015 and the structure and focus for the workplan for the period 2016-2017. Pursuant to Council resolution 2013/12, and in line with objective 3 of the WHO global action plan (to reduce modifiable risk factors for non-communicable diseases and underlying social determinants through creation of health-promoting environments), a day was devoted to tobacco control, including the work to support the accelerated implementation by parties to the WHO Framework Convention on Tobacco Control.⁶

34. At the fourth meeting, members of the Task Force agreed to establish a thematic group on reducing the harmful use of alcohol, to be co-chaired by WHO and UNDP.

35. The Task Force prepared a discussion paper on how non-communicable diseases are reflected in the policies, strategies and plans of the governing bodies of members of the Task Force. The paper reviewed the priority given to non-communicable diseases on the agendas of governing bodies of organizations of the United Nations system, particularly in the post-2015 development era, and included input from 23 members of the Task Force. It illustrated that, in 2014 and 2015, the issue of non-communicable diseases was discussed at meetings of the governing bodies of FAO, IAEA, UNHCR, UNICEF, ILO, the International Narcotics Control Board, ITU, the United Nations Standing Committee on Nutrition, WHO, WTO and the International Olympic Committee, and at the sixth session of the Conference of the Parties to the WHO Framework Convention on Tobacco Control. Members of the Task Force agreed to identify ways of including the issue of non-communicable diseases in the discussions of their governing bodies in the year ahead.

36. Although the structure of the workplan for 2014-2015 will remain as initially agreed, the Task Force agreed at the fourth meeting to develop the workplan for

⁵ A summary of the meeting is available from <http://www.who.int/nmh/ncd-task-force/en/>.

⁶ Available from <http://www.who.int/nmh/ncd-task-force/en/>.

2016-2017 with time-bound actions organized around the six objectives set out in the terms of reference for the Task Force. The Secretariat was asked to lead a process to develop the new workplan, taking into account the lessons learned from the workplan for 2014-2015.

Facilitate information exchange at the regional level

37. At the regional and subregional levels, informal collaborative arrangements between organizations of the United Nations system were established in 2014 in the European and Asia-Pacific regions. Informally referred to as regional task forces or regional thematic groups, the aim of these arrangements was to increase awareness of the avoidable burden resulting from premature mortality from non-communicable diseases, address linkages between non-communicable diseases and the work of the United Nations country teams, and promote dialogue and the sharing of knowledge and experience on addressing non-communicable diseases. A joint mission by the Task Force and the United Nations Pacific Inter-Agency Task Force on Non-communicable Disease Prevention and Control took place in Tonga in March 2015.

Objective 3: to facilitate information on available resources to support national efforts to prevent and control non-communicable diseases and mitigate their impacts, and to undertake resource mobilization for the implementation of agreed activities, including for joint programmes in accordance with guidelines of the United Nations Development Group

Track official development assistance for non-communicable diseases

38. Pursuant to paragraph 33 of the 2014 outcome document, in which ministers and representatives of States and Governments and heads of delegations committed themselves to inviting the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD) to consider developing a purpose code for non-communicable diseases in order to improve tracking of official development assistance in support of national efforts for the prevention and control of non-communicable diseases, the Director-General of WHO wrote to the Secretary-General of OECD in November 2014 to request guidance on ways and means to operationalize the commitment.

Resource mobilization for the implementation of activities of the Task Force

39. The majority of funds for activities under the workplan for 2014-2015 have come from voluntary contributions by members of the Task Force not specific to non-communicable diseases. As that approach is neither sustainable nor likely to result in the full implementation of the workplan, selected members are now developing joint programmes for action at the country level in accordance with the United Nations Development Group guidance note on joint programmes in order to mobilize resources for the prevention and control of cancer, for strengthening national and subnational governance for non-communicable diseases and for reducing the harmful use of alcohol. Work to provide information on available resources to support national efforts to prevent and control non-communicable diseases will follow the results of the efforts of the Working Group of the WHO global coordination mechanism on the prevention and control of non-communicable diseases to recommend ways and means of encouraging Member States and

non-State actors to realize the commitment included in paragraph 45(d) of the Political Declaration.

Protect activities of the Task Force from undue influence by vested interests

40. Members of the Task Force have shared their individual policies around conflicts of interest, including WHO in its report on practices of organizations of the United Nations system relating to conflict of interest in their engagement with the private sector.⁷ The meetings of the Task Force have provided a forum for members to raise their concerns.

Objective 4: to strengthen advocacy in order to raise the priority accorded to the prevention and control of non-communicable diseases on the international development agenda, including the post-2015 development agenda, and sustain the interest of Heads of State and Government in realizing their commitments through statements, reports and participation in panels by high-level United Nations officials

Realize a road map of commitments

41. The 2014 outcome document sets out continued and increased efforts that are essential in order to realize the road map of commitments included in the Political Declaration. Paragraph 30 of the 2014 outcome document includes a number of time-bound measures to be implemented by Member States by 2015 and 2016. The Task Force reviewed the measures at its fourth meeting in order to strengthen support to Member States. The Secretary-General and the Director-General of WHO will submit to the General Assembly in 2017 a report on progress, which will serve as input to the third high-level meeting of the General Assembly on the prevention and control of non-communicable diseases, in 2018.

42. At its 136th session (Geneva, 26 January-3 February 2015), the Executive Board of WHO reviewed the role of WHO in the follow-up to the 2014 high-level meeting of the General Assembly to undertake a comprehensive review and assessment of the progress achieved in the prevention and control of non-communicable diseases.⁸ In its decision EB136(13), the Executive Board requested the Director-General of WHO to publish a technical note in the coming months on how the Director-General will report in 2017 to the General Assembly on the national commitments included in the 2014 outcome document and the Political Declaration.

Include non-communicable diseases in discussions on the post-2015 development agenda

43. The report of the Open Working Group of the General Assembly on Sustainable Development Goals (A/68/970) includes a proposed target to reduce by one third by 2030 premature mortality from non-communicable diseases through prevention and treatment and to promote mental health and well-being.

44. In its resolution 68/309, the General Assembly decided that the proposal of the Open Working Group on Sustainable Development Goals contained in its report

⁷ See document EB136/5.

⁸ See document EB136/11.

should be the main basis for integrating sustainable development goals into the post-2015 development agenda, while recognizing that other inputs would also be considered, in the intergovernmental negotiation process at the sixty-ninth session of the Assembly.

Advocate the feasibility of achieving the nine voluntary global targets for the prevention and control of non-communicable diseases

45. In January 2015, WHO launched the global status report on non-communicable diseases 2014, the second of its kind. Members of the Task Force participated in the launch. The report identifies bottlenecks, opportunities and priority actions for attaining the nine targets. The baseline estimates for 2010 on mortality from and risk factors of non-communicable diseases are provided so that countries can report on progress starting in 2015. The report also provides the latest available estimates on mortality from non-communicable diseases (2012) and risk factors (2010-2012). The report calls upon all Governments to realize their commitments included in the 2014 outcome document.

46. In May 2014, WHO launched the global status report on alcohol and health, which provided a global overview of alcohol consumption in relation to public health, the health consequences of alcohol consumption and policy responses at the national level.

47. In close collaboration with the WHO global coordination mechanism on the prevention and control of non-communicable diseases, the Task Force is developing a global communications campaign advocating the feasibility of achieving the nine voluntary global targets for a world free of the avoidable burden of non-communicable diseases by the 2025 deadline, provided that countries and partners follow through on their shared commitments.

Objective 5: to incorporate the work of the United Nations Ad Hoc Inter-Agency Task Force on Tobacco Control, including by utilizing the matrix of work of the members of the Task Force on the implementation of the WHO Framework Convention on Tobacco Control, and to ensure that tobacco control continues to be duly addressed and prioritized in the new task force mandate

48. Members of the Task Force continue to acknowledge the special focus on tobacco control within the mandate of the Task Force and remain committed to ensuring that tobacco control continues to be duly addressed and prioritized.

49. Decisions made at the sixth session of the Conference of the Parties to the WHO Framework Convention on Tobacco Control included the adoption of implementation guidelines on price and tax measures, policy options and recommendations on economically sustainable alternatives to tobacco growing, and promotion of sustainable measures for implementation of the Framework Convention. In addition, the Conference of the Parties called for setting national targets by 2015 for the reduction of tobacco use by 2025, in line with the voluntary global targets for the prevention and control of non-communicable diseases. The decisions have implications for the work of the Task Force, as shown in the report of the Secretary-General on the Ad Hoc Inter-Agency Task Force on Tobacco Control (E/2012/70), in support of the assistance mechanisms established by the Conference of the Parties.

National coordination

50. UNDP continues to support the parties in meeting their general obligations under the Framework Convention. UNDP has participated in the joint needs assessment on the implementation of the Framework Convention through regional and country offices and resident coordinators in the Congo, Jamaica, the Lao People's Democratic Republic and Togo, and through regional meetings in the WHO European and Western Pacific regions. In 2014, UNDP and the secretariat of the Framework Convention published "Development Planning and Tobacco Control: Integrating the WHO Framework Convention on Tobacco Control into UN and National Development Planning Instruments".

51. In line with broader work to encourage United Nations country teams to integrate the prevention and control of non-communicable diseases into United Nations Development Assistance Frameworks, UNDP will continue to support all countries in including tobacco control in new United Nations Development Assistance Frameworks and in midterm reviews. UNDP and the World Bank will continue to attend regional meetings and participate in joint needs assessment missions.

Tobacco prices and taxes

52. The World Bank has continued to support tobacco control activities in line with its mandate (E/2012/70). It has achieved greater focus in supporting article 6 of the Framework Convention after restructuring its Health, Population and Nutrition Global Practice. The World Bank also participated in the sixth session of the Conference of the Parties and provided comments regarding the drafting guidelines of article 6 of the Framework Convention.

53. The World Bank, WHO and the secretariat of the Framework Convention are currently developing a joint workplan to support joint needs assessment missions and provide assistance to countries on price and tax measures.

54. WHO continued to provide technical assistance to ministries of finance to support and review existing excise tax systems. In addition, multi-country training workshops on tobacco taxation have been held.

Protocol to Eliminate Illicit Trade in Tobacco Products

55. Parties to the Framework Convention called for the advancement of ratification of and accessions to the Protocol during the sixth session of the Conference of the Parties. They also advocated the entry into force of the Protocol, including through appropriate forums such as the World Customs Organization, the United Nations Office on Drugs and Crime, WTO and other relevant international organizations. The secretariat of the Framework Convention is currently establishing a panel of experts to help to provide technical and legal advice to countries to accelerate the entry into force of the Protocol.

56. WHO has provided technical support to the secretariat of the Framework Convention in global and regional meetings to advance the ratification of the Protocol and build awareness through engagement with regional and economic groupings and customs unions. The theme for the 2015 World No Tobacco Day will be to end the illicit trade in tobacco products.

Policy recommendations on economically sustainable alternatives to tobacco growing

57. Several members of the Task Force participated in the fourth meeting of the Conference of the Parties working group on economically sustainable alternatives to tobacco growing. FAO plans to collaborate with the secretariat of the Framework Convention during 2015 to scale up technical assistance to parties in providing alternatives to tobacco growing.

58. During 2014, ILO participated in the working group on economically sustainable alternatives to tobacco growing and will continue to support the treaty work in this area.

Trade and tobacco

59. As noted in the report of the Secretary-General on the Ad Hoc Inter-Agency Task Force on Tobacco Control (E/2012/70), challenges to tobacco control measures under trade liberalization and investment protection represent new dimensions to litigation against tobacco control policies. Current examples include the WTO settlement proceedings by the Governments of Cuba, the Dominican Republic, Honduras, Indonesia and Ukraine against plain packaging legislation by Australia, and the legal challenges under bilateral investment agreements by Philip Morris International against the Governments of Australia and Uruguay for their packaging and labelling measures. At its sixth session, the Conference of Parties encouraged parties to cooperate in exploring possible legal options to minimize the risk of the tobacco industry making undue use of international trade and investment instruments to tobacco control measures and urged parties to promote multisectoral collaboration in trade and investment to take public health into account during trade negotiations. The secretariat of the Framework Convention is now working with the United Nations Conference on Trade and Development (UNCTAD) to report on the potential impact of new trade and investment provisions on implementation of the Framework Convention in developing countries.

60. WHO has provided technical support to countries facing legal disputes and to countries that are considering implementing policies that may result in future disputes. WHO has organized country and subregional training events for lawyers and public health advocates to build capacity to prevent and respond to international legal challenges that countries could face in the future. WTO, UNCTAD and WIPO need to be more involved in work to support countries in implementing the Framework Convention without being dissuaded by unfounded claims by the tobacco industry about trade or investment laws.

61. In 2014, UNCTAD participated in intercountry workshops on trade and tobacco control in the WHO European and Western Pacific regions and continued to provide support to countries upon request.

62. In order to enable parties to respond effectively to legal challenges by the tobacco industry, the secretariat of the Framework Convention has continued to work with the McCabe Centre for Law and Cancer knowledge hub. The United Nations University (UNU) is working with WHO and the secretariat of the Framework Convention to widen its network of institutions and experts for publication on the Framework Convention information platform.

63. The secretariat of the Framework Convention continues to participate under the umbrella of WHO as an observer to bodies of WTO, such as the Council for

Trade-Related Aspects of Intellectual Property Rights and the Committee on Technical Barriers to Trade. WTO will continue to share information on tobacco and trade as part of its work in the Task Force.

Tobacco and reproductive health

64. Following the publication in 2013 of its recommendations for the prevention and management of tobacco use and second-hand smoke exposure in pregnancy, WHO is developing a set of operational tools for midwifery and smoking cessation services. WHO, UNICEF and UNFPA are looking to use the tools jointly in a number of countries (including Mauritius and the Philippines). The lessons learned will enable the scaling up of the initiative.

Knowledge hubs and South-South cooperation

65. Knowledge hubs covering thematic areas are being established. In addition to the McCabe Centre for Law and Cancer, knowledge hubs covering national coordination mechanisms, data collection and surveillance, and South-South cooperation are being established in Finland, India and Uruguay.

66. A matrix of work of the members of the Task Force for the implementation of the Framework Convention is available in the annex to the present report.

Objective 6: to strengthen international cooperation in support of national, regional and global plans for the prevention and control of non-communicable diseases, inter alia through the exchange of best practices in the areas of health promotion, legislation, regulation and health systems strengthening, training of health personnel, development of appropriate health-care infrastructure and diagnostics, and by promoting the development and dissemination of appropriate, affordable and sustainable transfer of technology on mutually agreed terms and the production of affordable, safe, effective and quality medicines and vaccines

Establish a baseline for integrating work on non-communicable diseases into United Nations Development Assistance Frameworks

67. The WHO programme budget for the biennium 2014-2015 includes an output indicator that measures the number of countries that have integrated work on non-communicable diseases into their United Nations Development Assistance Framework. UNDP and WHO will jointly monitor the number of countries that have integrated work on non-communicable diseases into their Development Assistance Framework in order to enable the WHO secretariat to track results and report on progress to the World Health Assembly. In 2014, a review was carried out of the 62 countries that introduced a Development Assistance Framework during the biennium 2012-2013. The review showed that 15 of the countries (24 per cent) had integrated work on non-communicable diseases into their Development Assistance Framework. The 15 countries provide the global baseline (as of 1 January 2014) for the performance indicator.

68. WHO has set a target of doubling the baseline figure by 31 December 2015 to 30 countries that will have integrated work on non-communicable diseases into their United Nations Development Assistance Framework.

Provide guidance on how to integrate work on non-communicable diseases into the United Nations Development Assistance Framework

69. In February 2015, UNDP and WHO issued a guidance note on the integration of non-communicable diseases into the United Nations Development Assistance Framework. The objective of the guidance note is to assist member States in their efforts to integrate work on non-communicable diseases into the Development Assistance Framework processes.

70. The guidance note highlights the importance of ensuring that linkages are made between the prevention and control of non-communicable diseases and broader development issues, such as universal health coverage, social protection, governance and social determinants of health. It highlights linkages with other sectors, such as finance, trade, urban development and education, and describes the importance of engaging with all parts of government and society. The guidance note will be disseminated in 2015.

Mobilize United Nations country teams to integrate work on non-communicable diseases into United Nations Development Assistance Frameworks

71. In the follow-up to the second joint letter, of 24 February 2014, from the Administrator of UNDP and the Director-General of WHO to the United Nations country teams, a series of webinars to highlight action for United Nations staff at the country level was organized by UNDP, with support from WHO. The webinars highlighted the key elements of the letter, calling on country teams to accelerate the development of multisectoral joint programmes on the prevention and control of non-communicable diseases with a clear determination of financing, agency roles and coordination in the United Nations Development Assistance Frameworks; to support Governments in developing national targets that build on the WHO global action plan, including the nine voluntary global targets to be attained by 2025; and to assist Governments in the development, implementation and monitoring of national multisectoral policies and plans to achieve their national targets, in line with the WHO global action plan.

Framework for country action across sectors to improve health and health equity

72. Members of the Task Force are supporting the WHO secretariat in preparing a framework for country action across sectors for health and health equity, taking into account the Helsinki Statement on Health in All Policies, as requested by the sixty-seventh World Health Assembly in its resolution WHA67.12.

73. The framework for country action will be aimed at explaining how actions can be carried out effectively across sectors and all levels of government; to clarify the roles and responsibilities of different governmental and non-governmental actors; to provide practical steps and tools to facilitate planning, capacity-building, implementation, monitoring and evaluation of action across sectors; and to provide examples through case studies from countries. The draft framework will be reviewed by the World Health Assembly at its sixty-eighth session, in May 2015.

III. Conclusions

74. Remarkable progress has been made since June 2014, as illustrated in the report on progress as at December 2014 on the workplan covering the period 2014-2015. Many members of the Task Force have started to align their policies and resources to support the objectives of the Task Force. Sizeable gains have occurred even in the smallest programmes. The Task Force has catalysed action and demonstrated great power in engendering collective action for faster results in preventing and controlling non-communicable diseases. The foremost priority of the Task Force remains to assist world leaders in fulfilling their commitments and promises at the country level for a world free from the avoidable burden of non-communicable diseases.

75. However, progress in meeting the demand for technical assistance from developing countries to set national targets for 2025, in developing national multisectoral policies and plans on non-communicable diseases to achieve the national targets by 2025 and in strengthening national capacities to assess progress and monitor results has been insufficient and highly uneven among United Nations country teams. Bolder measures are needed urgently in order to accelerate efforts to equip country teams with the knowledge and expertise to support national efforts to address non-communicable diseases and mitigate their impacts. Country teams have an immediate opportunity to join forces and bring about a paradigm shift in the post-2015 development era by raising awareness about the national public health burden of non-communicable diseases and the relationship between non-communicable diseases, poverty and social and economic development, and by scaling up their support for national efforts to implement the following four time-bound national commitments included in the 2014 outcome document:

(a) By 2015, consider setting national targets for 2025 and process indicators based on national situations, taking into account the nine voluntary global targets for non-communicable diseases, building on guidance provided by WHO, to focus on efforts to address the impacts of those diseases and to assess the progress made in the prevention and control of non-communicable diseases and their risk factors and determinants;

(b) By 2015, consider developing or strengthening national multisectoral policies and plans to achieve the national targets by 2025, taking into account the WHO global action plan;

(c) By 2016, as appropriate, reduce risk factors for non-communicable diseases and underlying social determinants through the implementation of interventions and policy options to create health-promoting environments, building on guidance set out in appendix 3 to the WHO global action plan;

(d) By 2016, as appropriate, strengthen and orient health systems to address the prevention and control of non-communicable diseases and the underlying social determinants through people-centred primary health care and universal health coverage throughout the life cycle, building on guidance set out in appendix 3 to the WHO global action plan.

IV. Recommendations

76. The Economic and Social Council is invited:

- (a) To take note of the present report;**
- (b) To request the Secretary-General to report to it in 2016, 2017 and 2018 on progress made in implementing Council resolution 2013/12, in preparation for a comprehensive review in 2018 by the General Assembly of the progress achieved in the prevention and control of non-communicable diseases;**
- (c) To continue to encourage Member States to realize their national commitments included in the outcome document of the high-level meeting of the General Assembly on the comprehensive review and assessment of the progress achieved in the prevention and control of non-communicable diseases, in particular the four time-bound commitments for 2015 and 2016, in preparation for a comprehensive review in 2018 by the Assembly of the progress achieved in the prevention and control of non-communicable diseases;**
- (d) To call upon the members of the Task Force to continue to work together in a coordinated manner to support national efforts to implement the commitments included in the Political Declaration of the High-level Meeting of the General Assembly on the Prevention and Control of Non-communicable Diseases and the 2014 outcome document of the high-level meeting of the General Assembly on the comprehensive review and assessment of the progress achieved in the prevention and control of non-communicable diseases, building on guidance set out in the WHO global action plan for the prevention and control of non-communicable diseases 2013-2020;**
- (e) To call upon the United Nations country teams to establish a resident thematic group or equivalent entity on non-communicable diseases, or incorporate non-communicable diseases as a theme within an existing thematic group working in the field of health to facilitate joint action among its members that would contribute to realizing the four time-bound commitments included in the 2014 outcome document, and to promote dialogue and cooperation on issues related to non-communicable diseases so that the country teams can contribute collectively to ensure that those issues are integrated into health planning and national development plans and policies, including the design process and implementation of the United Nations Development Assistance Framework.**

Annex

Updated matrix of work of the members of the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases for the implementation of the World Health Organization Framework Convention on Tobacco Control^a

Article/issue	Agency	Activities undertaken in 2014	Planned work for 2015 and 2016
Article 5 (General obligations)	UNDP	Participated in needs assessments (four countries), two regional workshops and Conference of the Parties working group on economically sustainable alternatives to tobacco growing	Develop and publish guidance tool (article 5.2(a)) Follow up on integration of Framework Convention under United Nations Development Assistance Frameworks by parties under joint needs assessment
		Africa Region study on status of article 5.2(a) finalized	Support Framework Convention knowledge hubs (article 5.2(a))
	WHO	Conducted country capacity-building workshops in five countries and the Eastern Mediterranean region to prevent and counteract industry interference (article 5.3)	Further workshops Continue to inform countries through the online tobacco industry monitoring database
Article 6 (Price and tax measures to reduce the demand for tobacco)	World Bank	Participated in intercountry workshops in European and Western Pacific regions and working group on price and tax measures to reduce the demand for tobacco	Support to agreed parties in implementing article 6 and guidelines Contribute to technical tools as requested by Conference of the Parties
	WHO	Conducted country engagements on tobacco taxation in 14 countries; multi-country meetings in two regional economic groupings	Link knowledge hubs to World Bank networks Continue engagement with ministries of finance and regional economic groupings
		World No Tobacco Day 2014: "Raise taxes on tobacco"	Publication of the WHO report on the global tobacco epidemic with a focus on tobacco taxes and prices

^a This matrix is an update to the matrix in the annex to document E/2013/61.

Article issue	Agency	Activities undertaken in 2014	Planned work for 2015 and 2016
Article 8 (Protection from exposure to tobacco smoke)	ILO	—	Report on progress made in prevention and control of tobacco use in the workplace Undertake joint analysis of ILO Occupational Safety and Health Convention (No. 155) and Occupational Health Services Convention (No. 161) Finalize and publish research on smoke-free legislation enforcement Continue work on smoke-free cities and tobacco free Olympic Games
Article 11 (Packaging and labelling of tobacco products)	WHO	Worked with countries to strengthen smoke-free legislation, including bi-regional training of trainers; with governments to enforce smoke-free legislation in cities and major sports events (including Olympic Games and FIFA World Cup)	
Article 11 (Packaging and labelling of tobacco products)	UNCTAD	Participated in the Conference of the Parties working group on economically sustainable alternatives to tobacco growing and in intercountry workshops in the European and Western Pacific regions Finalized technical papers	Joint paper on intellectual property and article 11 scheduled for publication in 2015 Support parties with advice in areas of intellectual property and investment agreements Invite participation from parties at regional capacity-building workshops Continue building capacity in countries for large graphic health warnings, especially plain packaging
Article 15 (Illicit trade in tobacco products)	WHO	Worked with countries to strengthen legislation on packaging and labelling and support them in legal challenges from the industry and others on their regulations (Australia, Thailand and Uruguay) and countries in process of adopting legislation (China)	
Article 15 (Illicit trade in tobacco products)	World Customs Organization	Participated in workshops to ratify the Protocol to Eliminate Illicit Trade in Tobacco Products	Facilitate entry into force of the Protocol
	World Bank	—	Facilitate entry into force of the Protocol

Article issue	Agency	Activities undertaken in 2014	Planned work for 2015 and 2016
Articles 17 and 18 (Provision of support for economically viable alternative activities)	WHO	Supported the secretariat of the Framework Convention in global and regional meetings to advance ratification of the Protocol	Develop a tool to estimate the level of illicit trade in tobacco products Technical support to secretariat of the Framework Convention to facilitate ratification of and accession to the Protocol, including in countries, subregions and economic groupings
	FAO	Participated in and contributed to Conference of the Parties working group on economically sustainable alternatives to tobacco growing	Update the 2003 global study "Projections of tobacco production, consumption and trade to the year 2010" Scale up assistance to parties in the area of alternatives to tobacco growing
	ILO	Participated in and contributed to Conference of the Parties working group on economically sustainable alternatives to tobacco growing	Analyse policy options and recommendations, provide technical assistance to parties, establish a pilot project
	UNCTAD	—	Publish study on tobacco value chain analysis and diversification Support knowledge hubs by cross-linking knowledge networks in UNCTAD
	WHO	—	Publish joint report with UNCTAD on tobacco agriculture and trade in Africa Analyse agricultural subsidies in tobacco Conduct workshop on alternative livelihood strategies in the South-East Asia region Develop a global analysis on tobacco and trade

<i>Article issue</i>	<i>Agency</i>	<i>Activities undertaken in 2014</i>	<i>Planned work for 2015 and 2016</i>
Development	UNDP	–	Provision of technical support to resident coordinators' offices to fully implement post-needs-assessment action plan Initiate tobacco and sustainable development challenge study Facilitate and make available training courses on international investment agreements Publish papers on international investment agreements and tobacco control policies Make network of institutions and experts available Support secretariat of the Framework Convention in sharing information on trade policies and tobacco control interface Continue capacity-building on trade and tobacco Continue support to countries facing legal challenges on tobacco control
Trade (and investment)	UNCTAD	–	
	UNU	–	
	WTO	–	
	WHO	Provision of technical support to countries facing international legal challenges on packaging measures Country and subregional training workshops on trade and tobacco (China, Thailand, Togo and Uganda)	
Health and human rights	Office of the United Nations High Commissioner for Human Rights/ UNICEF	–	Develop guidance on advertising of tobacco products and protection of children, adolescents and young people

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United Nations research and training institutes

United Nations System Staff College**Report of the Secretary-General***Summary*

The present report has been prepared pursuant to General Assembly resolution 60/214 and Economic and Social Council resolution 2013/14. The report details the progress of the United Nations System Staff College over the biennium 2013-2014 in terms of outreach and impact of its services, substantive course portfolio and strategic orientation.

During the period under review, the Staff College's courses, workshops and knowledge products reached some 25,000 United Nations staff, equipping them with the knowledge and appropriate tools to work towards the common goal of making the United Nations more coherent, efficient and effective. This figure represents an increase of 23 per cent over the previous biennium. The College capitalized on its close relationship with United Nations decision-making bodies to identify priorities and develop a curriculum that responds to the far-reaching reform agenda that cuts across the United Nations system. New courses and knowledge products were introduced in the areas of development, gender and human rights; peace and security; coherence in programming and operations; management and communications; and building a "One United Nations" leadership culture. At the same time, the College strengthened its ability to systematically review its learning activities, with highly encouraging results: 97 per cent of participants indicate that they would recommend a College training programme to a colleague. Furthermore, according to the results of an independent evaluation, the College's flagship leadership programmes are achieving their objectives and making a positive impact on the overall effectiveness of the United Nations.

The Staff College sustained these substantial results with fewer than 40 staff members and in a global financial environment that poses many challenges. Following a change management process that resulted in a leaner and more agile

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organizational structure and improved capacity to attract new clients, the College has continued to derive a large part of its income (74 per cent) from self-generated sources. This positive trend is a testament to the strong demand for the College's services despite decreasing resources. Nonetheless, the College recognizes that there is much more to be done. To bring its efforts to scale and reach a critical mass of staff with programmes in order to effectively accelerate United Nations reform and meet the ever-changing needs of the international community, a reliable base of supplementary funding (core and catalytic) is required.

Never before in the Staff College's 13-year history has its role been so critical. The international community is calling for a transformation to ensure that the United Nations will be fit for purpose to respond to the challenges of the new sustainable development agenda, with a development system able to support and implement the new agenda, as well as a humanitarian response system better able to fulfil growing needs. In this context, the capacity of the United Nations international civil service is critical. United Nations staff must be equipped with adequate knowledge, tools and innovative capacity to make a real difference in terms of saving and improving lives and to maintain the system's comparative advantage in doing so.

Concurrently, there is a need to effect a cultural shift in the Organization: to bring about a reinvigorated system that delivers outcomes collaboratively, in which all staff have a shared understanding of the core issues, such as United Nations values and risk management, and in which staff are supported in sharing knowledge increasingly on a system-wide basis. To achieve this transformation, the change must come from within. The Organization's success in tackling the challenges of tomorrow will rest not only in the policy and programming steps to be taken but also in the ability and willingness of the Organization to become a genuine "learning organization". The Staff College stands ready to assist the system wherever it can.

The Secretary-General encourages Member States and United Nations entities to provide full support to the Staff College, including through the necessary financial investments, systematic participation and substantive contributions, that will enable the College to consolidate its central role as a platform for dialogue, knowledge-sharing and learning to strengthen system-wide leadership, drive change management and build staff capacity to respond to the global challenges of the post-2015 era and beyond.

I. Introduction

1. The present report has been prepared pursuant to Economic and Social Council resolution 2013/14, in which the Council encouraged the United Nations System Staff College in its continued efforts to consolidate its central role in inter-agency learning, training and knowledge-sharing, in the light of the current efforts to strengthen United Nations system-wide coherence and increase the effectiveness of the system and staff capacity in key areas. The present report is the fourth one prepared pursuant to General Assembly resolution 60/214, in which a streamlined reporting arrangement for the Staff College was established.

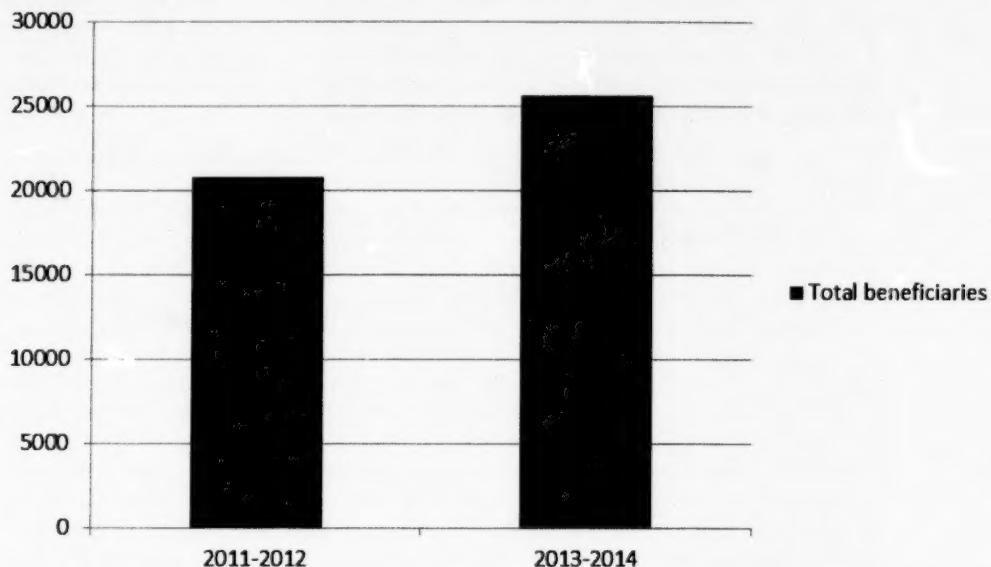
2. Created by the General Assembly in 2002, the Staff College is mandated to serve as a system-wide knowledge management and learning institution, with a view to fostering a cohesive management culture across the United Nations. As such, most of the College's learning and knowledge-sharing offerings, whether open enrolment courses or "on demand", tailored programmes for United Nations partners, are intended exclusively for United Nations personnel. The Staff College offers residential courses on the United Nations campus in Turin, Italy, and deploys its mobile team of experts to deliver training in some 60 countries annually. In addition, the College offers a growing portfolio of distance learning courses and knowledge-sharing platforms. The College's programmes benefit from its close relationship with United Nations decision-making bodies, allowing the College to identify the particular training demands of the agencies, funds and programmes and to respond to the far-reaching reform agenda that cuts across the United Nations system. In developing and implementing its programmes, the College collaborates with renowned experts, academic institutions and United Nations partners. In that way, the College brings to bear innovative thinking, academic rigour and context relevance in building staff capacity to address the most critical issues facing the United Nations.

3. During the biennium 2013-2014, the Staff College made notable progress in terms of the number of United Nations staff participating in its programmes, the level and diversification of its partnerships, the thematic focus of its courses and, most importantly, the quality of its services. In 2013, the College reached more than 9,000 beneficiaries with its courses, workshops and knowledge products, and in 2014 the overall number of beneficiaries exceeded 16,000 (see fig. 1). The combined figure represents an increase of 23 per cent over the biennium 2011-2012, while the 2014 figure represents a historical peak.¹ The year 2014 also saw an important increase over 2013 in the value (56 per cent) and number (55 per cent) of partnership contracts signed with United Nations organizations, underscoring the growing reputation of the College as a trusted internal partner in staff capacity development. Over the reporting period, the College enhanced its ability to systematically measure the quality and impact of its activities, with highly encouraging results. Participant reaction to the College's training activities is overwhelmingly positive, with 97 per cent of participants indicating that they would recommend a Staff College training programme to a colleague. Furthermore, an independent evaluation of the College's flagship leadership programmes found that

¹ The figures reported for 2011-2012 and 2013-2014 include "direct participants" in Staff College courses, as well as "indirect beneficiaries" reached by College-certified trainers through training courses on security and safety in the field and registered users of web-based tools.

the programmes were achieving their objectives and making a positive impact on the overall effectiveness of the United Nations.

Figure 1
Number of beneficiaries served (direct and indirect)



4. The Staff College achieved these substantial results with fewer than 40 staff members and in a global financial environment that poses many challenges.

5. The present report coincides with the conclusion of the first year of the College's new strategic framework and strategic action plan (2014-2017). For the College, this period has been marked by efforts to promote forward-looking approaches to its strategic orientation: preparing the ground with investment to implement essential capacity-building activities for the post-2015 era and beyond, while safeguarding its ability to continue to excel in the delivery of its ongoing activities.

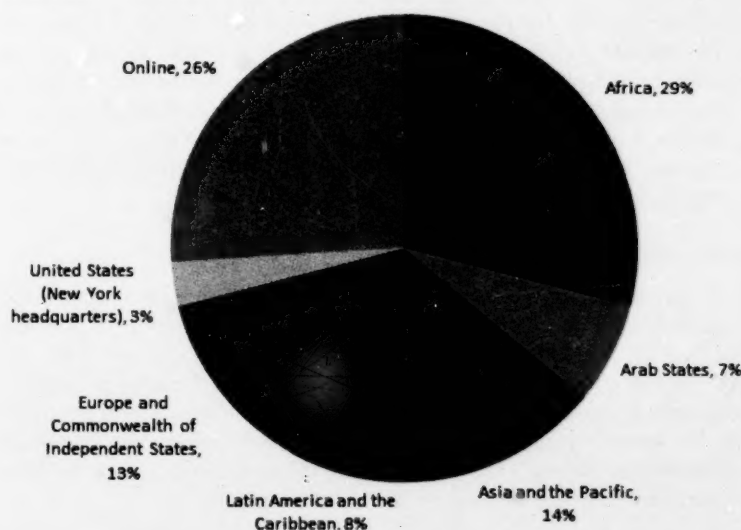
6. Section II of the present report provides an overview of the College's main learning and training activities and programmatic achievements during the period under review. Section III addresses the key institutional achievements of the College, including actions to enhance partnerships within and outside the system. Section IV addresses the financial situation of the College. Section V provides conclusions on the critical role of the College as a key piece of the United Nations architecture that must be used more systematically to improve integration and coordination. It includes a recommendation that Member States and United Nations entities provide full support to the Staff College.

II. Overview of activities and key programmatic achievements

7. Pursuant to Economic and Social Council resolution 2013/14, in which the Council welcomed the progress made by the Staff College in providing high-quality learning and training to the United Nations system, called upon all organizations of the United Nations system to make full and effective use of the services provided by the College and encouraged Member States to continue to support the College, the Staff College has continued to deliver high-quality learning activities designed specifically for United Nations personnel.

8. During the reporting period, the Staff College's courses, workshops and knowledge products reached some 25,000 United Nations personnel, equipping them with the knowledge and appropriate tools to work towards the common goal of making the United Nations more coherent, efficient and effective, regardless of their affiliation with a particular agency of the United Nations system. The College delivered its learning programmes in 64 countries around the world, addressing a wide range of thematic and regional demands. Participants in another 24 countries were reached by College-certified trainers with training courses on security and safety in the field. Whether training United Nations country teams on conflict analysis for catalytic peacebuilding, partnering with world-renowned learning institutions to develop custom-made leadership training activities or developing an online post-2015 learning hub, the College worked to build staff capacity to address the most pressing challenges facing the United Nations. New courses and knowledge products were developed in the areas of building a "One United Nations" leadership culture; development, gender and human rights; coherence in programming and operations; peace and security; and management and communications.

Figure II
Outreach to beneficiaries by location, 2013-2014



Note: Percentages represent the share of participants reached through direct and indirect training and registered users of web-based tools.

A. Building an effective “One United Nations” leadership culture

9. As recommended by the High-Level Panel on United Nations System-wide Coherence in its report entitled “Delivering as one” (see A/61/583), the Staff College should have the capacity to provide executive leadership training to senior United Nations managers. This would enable more effective management of change processes and contribute to a common management culture in the United Nations system. Accordingly, strengthening leadership capacity across the system remains a principal mission of the College. Vision, courage and a focused skill set in the senior leadership are imperative to drive the change that the United Nations urgently needs and to effectively overcome obstacles and resistance. To successfully deliver as one, leadership must be inspired by a sense of belonging to something that is greater than its own entity and be equipped to create an environment in which staff members feel empowered to take reasonable risks to promote United Nations values and principles. The College is committed to supporting leaders in the United Nations in aligning and refining their leadership approaches and insights and thereby meeting their full leadership potential.

10. Encouraged by the results of an independent evaluation that found that the College’s flagship leadership programmes were achieving their objectives and making a positive overall impact on the United Nations, the College has expanded and strengthened its portfolio of offerings in this area at headquarters and regional locations. To further strengthen its curriculum, the College has established new partnerships with world-renowned learning institutions, the private sector, foundations and United Nations entities. To promote the consolidation and application of knowledge acquired, the College has increased and refined the use of 360-degree leadership assessments, “as one” methodologies, coaching opportunities and individual leadership action plans.

11. The College now offers a comprehensive “United Nations leadership pathway” with a portfolio of courses for staff at the mid-career level (P-3 and P-4) and the senior executive level (Under-Secretary-General and Assistant Secretary-General). The College also reaches junior personnel starting in their career in the United Nations system through an orientation programme for Junior Professional Officers and associate experts and similar programmes for young professionals. Through its leadership development efforts, the College supports the ability of the system to recognize and nurture the leadership capacity of staff at all levels and promotes system-wide career development.

New leadership initiatives

12. Building on the success of the flagship United Nations Leaders Programme for Director-level participants, the College introduced a new programme to prepare mid-level managers for leadership in the United Nations of the future. Using an array of active learning methodologies, the United Nations Emerging Leaders Experience programme works to unleash participants’ leadership potential, build strategic skills for negotiation and explore approaches to leveraging personal awareness and leadership impact. Five sessions of the programme were held in 2014, with another three planned for 2015 in New York and Turin.

13. In addition, the United Nations Leadership Forum for alumni of the senior leadership programmes was successfully launched in 2014, the first programme for

alumni that presents an opportunity to deepen and enrich their personal leadership journeys.

14. A notable trend was an increased demand for tailor-made leadership programmes for United Nations entities. In 2014, the International Labour Organization (ILO) Executive Leadership and Strategic Management Programme was launched. The success of the Programme led to a request from ILO to hold it again in 2015. In addition, a new leadership programme for women, to support the Joint United Nations Programme on HIV/AIDS (UNAIDS) gender action plan, was launched in 2014, with excellent feedback and interest in a second session in 2015. Agreements for training of staff of the United Nations Secretariat and the Food and Agriculture Organization of the United Nations in the College's leadership programmes have also been signed, and negotiation is under way towards the establishment of agreements with other United Nations entities.

15. Adding to the College's growing portfolio of flagship leadership offerings, in 2015 a new course on leadership, women and the United Nations will be offered twice on an inter-agency basis, building on the success of the tailor-made course for UNAIDS. The College is firmly convinced that, if the United Nations is to credibly lead global efforts towards social justice, equality and non-discrimination in the post-2015 era and respond effectively as global challenges grow in number and complexity, the system must make a renewed effort to tap the leadership potential of its female staff. The programme is a direct response to the problem of underrepresentation of women leaders in the United Nations system and to indications that insufficient progress is being made in moving more women into senior positions. The course will offer valuable opportunities for mid- to senior-level female staff from across the system to develop leadership skills while networking and learning from each other's experiences.

Enhancing long-standing leadership offerings

16. The College continued to run its long-standing programmes to promote a common United Nations leadership culture among senior United Nations staff while improving its ability to fine-tune the programmes' curriculum and measure their impact.

17. During the biennium under review, the United Nations Leaders Programme provided top-level training to nearly 100 directors from across the United Nations system, with programmes carried out in Turin and Singapore and, for the first time, in South Africa and New York. Through the Programme, participants engage with world-renowned experts in exploring the nexus between leadership, global and regional dynamics and geopolitical influences. In 2013, the College initiated a new partnership with the University of Cape Town to tailor the United Nations Leaders Programme to the priorities of the African continent. Similarly, the College continued its cooperation with the Lee Kuan Yew School of Public Policy for the editions of the Programme held in Singapore. To encourage lateral thinking and cross-fertilization, each programme benefits from a diverse faculty of resource persons from different sectors, including international organizations, the non-profit environment, the private sector, academia and the arts and culture community. The Programme continues to be rated as one of the most effective and creative leadership development programmes ever developed and delivered in the United

Nations, with its far-reaching impact confirmed by independent evaluators from the ROI Institute in 2013.

18. With a view to further increasing the capacity of top-level United Nations country officials to carry responsibility for the role and results of the United Nations at the country level, the College continued to offer its popular United Nations Country Team Leadership Skills course. Designed for resident coordinators and agency field representatives, the 2013-2014 editions of the course reached more than 170 senior United Nations staff worldwide. This training remains a mandatory part of the induction programme for newly appointed resident coordinators and continues to be highly recommended for strengthening the United Nations country team leadership capacity. The course provides direct support to the "One leader" pillar of the United Nations Development Group's standard operating procedures, building the capacity of resident coordinators and United Nations country team members to act as one leadership, work together on programming and resource allocation and foster a results-driven team aligned towards a common purpose. An independent evaluation found that the course was achieving its objectives.

19. The College continued its learning initiative for senior staff at the Under-Secretary-General and Assistant Secretary-General levels, the United Nations Leadership Exchange. This learning event offers a unique space, particularly for recently appointed and selected senior officials, to explore the strategic role of the United Nations and to align and refine collective and individual leadership potential to address global themes and issues. A distinctive feature of the programme is the presence of mentors, comprising former high-ranking United Nations staff widely recognized for their outstanding professional track record and qualities. Participants at the 2013 and 2014 programmes highly rated it and recommended that it should become a mandatory learning event for senior United Nations officials.

Other leadership initiatives

20. As an indication of the visibility and positive reputation of the College in the United Nations system, during the biennium the College continued to host high-level events for the senior management of the Organization. In 2013, the College hosted the retreat of the High-level Committee on Management and a leadership development workshop for United Nations women representatives and senior managers. In 2014, the College hosted the annual meeting of the Human Resources Network and the human resources directors' retreat and designed a senior management retreat for the Economic Commission for Africa in Addis Ababa.

21. To strengthen the College's cooperation with local authorities and engage the local community, the Torino Leadership Forum was held in July 2014. This initiative, organized jointly with the City of Turin, recognized individuals whose initiatives at the local level had made a significant contribution to tackling global problems. The event benefited from the presence of the Deputy Secretary-General, who addressed the audience in a keynote speech and presented four recipients with the Torino Leadership Award 2014 in recognition of their contributions to the United Nations goal of "leaving no one behind" in the diverse areas of health, education, sustainable textile production and agriculture. Open to the general public, the event attracted about 200 people and received ample press coverage.

22. Responding to the growing demand for increased managerial capacities to strengthen the efficiency and effectiveness of the United Nations system, the

College has initiated collaboration with the SDA Bocconi School of Management and the ILO International Training Centre on the development of an executive masters programme in the management of international organizations. The programme, to be launched in September 2015, will combine academic theory with dynamic teamwork and will be the College's first programme to lead to an internationally recognized academic degree.

B. Reinforcing system-wide coherence

23. United Nations reform for development continues to be a high priority for the United Nations Development Group, and the College takes the launch of standard operating procedures for countries adopting the "Delivering as one" approach as an exciting and encouraging step forward. As United Nations country teams are expected to implement the standard operating procedures at the country level to the extent applicable for each country, both the Development Operations Coordination Office (as the secretariat of the Group) and country teams themselves have increased the demand for knowledge and learning under the five pillars of the "Delivering as one" approach (one programme, common budgetary framework/one fund, one leader, communicating as one and operating as one). Understanding that the procedures will need to be accompanied by even more substantive guidance to be provided and communicated to the system, in particular in the light of the anticipated new development agenda, the College has closely integrated its coherence portfolio with its development, gender and human rights portfolio. With its capacities and results consolidated, the College stands ready to accompany the system in equipping staff with the skills, knowledge and tools necessary to meet the demands of the post-2015 era while building their capacity to transform the concept of delivering as one from a strategic goal into practice.

One programme

24. During the biennium, the College delivered more than 40 strategic prioritization retreats for United Nations country teams around the world, attended by at least 2,413 participants, with the sponsorship of the Development Operations Coordination Office. Through the retreats, country teams and their counterparts identified priorities for intervention, analysed the comparative advantages of the United Nations system and developed results-oriented United Nations Development Assistance Frameworks with a focus on system-wide programming and delivery.

25. The College is currently focusing on enhanced support for United Nations country teams, not just at the strategic planning stage but throughout the entire cycle of the Development Assistance Framework and/or the "one programme" development process. In 2014, the course previously entitled "United Nations skills and tools for effective programming" was rebranded as "Strengthening inter-agency work through joint programming". Three editions were conducted in the biennium, bringing together 51 participants from 17 United Nations entities and 37 duty stations. Similar courses were tailored on demand for country teams. In addition, a global workshop on the "one programme" and "common budgetary framework/one fund" pillars was delivered in 2014, in collaboration with the Development Operations Coordination Office and the regional teams of the United Nations Development Group, to 70 members of the regional, inter-agency peer support

groups that accompany country teams during their analytical work for the programme development process.

26. With regard to the integration of the United Nations programming principles into country programming, a training-of-trainers programme on the integration of gender into United Nations country-level programming was delivered in cooperation with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women); a training-of-trainers programme on a human rights-based approach to development programming was delivered in Nairobi in collaboration with the regional teams of the United Nations Development Group for Western and Central Africa and Eastern and Southern Africa; a training course on a human rights-based approach in the United Nations common country programming process was delivered for the United Nations country team in Uzbekistan; and a global-level training course on a human rights-based approach to development programming was delivered in New York in 2014. The biennium was also marked by new work by the Staff College in collaboration with the United Nations Office on Drugs and Crime (UNODC) and the United Nations Development Programme (UNDP) in the area of anti-corruption, including the development of a training package and a facilitation manual and the delivery of two training-of-trainers courses on integrating anti-corruption into the United Nations Development Assistance Framework programming process.

27. The College enhanced understanding of the standard operating procedures through a new course on the topic "Delivering results together in a post-2015 world", delivered in 2014 in Thailand and Turkey. The course enhanced the capacity of more than 100 participants to support United Nations country teams in rolling out and applying the procedures in practice, including by aligning their agency-specific policies and guidance.

28. A key principle in implementing the "Delivering as one" initiative is results-based management, which has played an important role in enhancing United Nations system-wide coherence and improving the quality of strategic planning. The Staff College strengthened the ability of United Nations staff to collect and analyse data, report results and use data to manage performance with its course on measurements for effective results-based management. The course reached 100 participants with three online editions and a customized face-to-face version delivered for the United Nations Conference on Trade and Development.

Operating as one

29. The College's three business operations courses, namely on operations management skills, integrated programme operations planning, and planning and leadership in business operations, support the need for enhancing coherence and efficiency at the country level, as called for in the priorities of the High-level Committee on Management and the United Nations Development Group, the quadrennial comprehensive policy review and the Five-Year Action Agenda of the Secretary-General. Specifically, these courses build the skills and knowledge of United Nations staff in achieving greater operational efficiency, ensuring consistent levels of commitment across agencies, streamlining core business practices, adopting a more strategic results-based planning, strengthening management and coordination, and supporting leadership to deliver better programmatic results.

30. Finally, a new course on organizational preparedness, response and recovery in humanitarian crisis was piloted in the Philippines, on “delivering as one” in emergencies (natural disasters and conflicts). The course addressed the principles of the organizational resilience management system, as well as current priorities arising in the global humanitarian agenda.

C. Advancing development, gender and human rights

31. As the world prepares to implement a transformative new development agenda, the United Nations system must be prepared to support Member States in bringing its goals to scale. The Staff College supports United Nations staff and programming counterparts in building individual, institutional and societal capacity for development programming, gender mainstreaming and advancing human rights. During the reporting period, the College sought to respond to needs manifested by United Nations staff in the locations in which they serve, while strengthening and building partnerships with a diverse group of United Nations agencies, universities and other knowledge institutions for the delivery of post-2015 learning and knowledge-sharing initiatives.

32. This strategy has resulted in greater diversity of course participants and increased contributions from distinguished speakers. For example, the 2014 edition of the United Nations Summer Academy, held at United Nations Headquarters in New York, attracted participants representing 13 different United Nations entities, as well as global partners from the public and private sectors. Opened by the Deputy Secretary-General and closed by the Chef de Cabinet, the Academy also benefited from interventions by the Under-Secretary-General for Peacekeeping Operations, the Special Coordinator of the Joint Mission of the Organization for the Prohibition of Chemical Weapons and the United Nations for the Elimination of the Chemical Weapons Programme of the Syrian Arab Republic, the Deputy Executive Director of Human Rights Watch and the Envoy of the Secretary-General on Youth, among others. The 2013 edition of the Summer Academy, on the role of the United Nations in a rapidly changing world, was also held in New York. Owing to its success, the College was invited to Vienna to co-organize a United Nations reflection forum with the United Nations Industrial Development Organization, the International Atomic Energy Agency and UNODC for 100 participants from United Nations organizations based in Vienna, permanent missions and non-governmental organizations.

33. Building on partnerships with renowned academic institutions, the College is investing in the development of new courses resulting in joint certification with distinguished universities and knowledge institutions. In addition, a reflection series on development cooperation in middle-income countries will be organized in collaboration with the Development Operations Coordination Office and the Hertie School of Governance in Berlin in 2015.

34. During the biennium, the College also introduced a new system-wide course on political economy analysis and risk management for United Nations programming. The Staff College recognizes that, notwithstanding great leaps forward, too many programmes continue to focus on low-level operational issues rather than on creating an enabling environment. In order to support Member States in making informed decisions for positive change, United Nations practitioners need a deep understanding of the social, economic, political and cultural environment in

which they are operating. To respond to that need, the College offers a comprehensive online diagnostic programming tool to be run together with the course to support United Nations country teams.

35. The College expanded its portfolio in this area through the delivery of online courses. The College's first online courses on global diversity and multicultural competence were held three times during the biennium. In collaboration with Minority Rights Group International, an online course on the participation of minorities in United Nations and national programming processes will be launched in 2015. New online courses on the use of technology for development and on the data revolution are also under development. Finally, at the request of the Office of the United Nations High Commissioner for Human Rights (OHCHR), the College is participating in the training advisory board of the "Rights up front" initiative for the development of a mandatory online training course on human rights.

36. The College also developed innovative online tools to support United Nations staff learning and training. In particular, the post-2015 learning hub (post2015.unssc.org) provides a one-stop shop for United Nations staff on courses, resources and exchange on the post-2015 development agenda. Among other features, the hub offers a free online e-learning library consisting of videos accompanied by downloadable presentations of keynote sessions by eminent figures on issues of relevance to the post-2015 development agenda.

37. Together with OHCHR and UNDP, under the auspices of the human rights mainstreaming mechanism of the United Nations Development Group, the College is leading the development of a learning strategy for resident coordinators on human rights.

38. During the biennium, the College also twice offered its course on building partnerships for development effectiveness in New York, with support from colleagues in the Executive Office of the Secretary-General, the Director of the Ethics Office, the United Nations Children's Fund (UNICEF), UNDP, the United Nations Foundation, the Global Compact Office and several private sector partners. Given that the problems of today require multidisciplinary perspectives and efforts across sectors, the course explores means of leveraging opportunities for South-South and triangular cooperation, strengthening operational partnerships with other multilateral institutions, including Bretton Woods institutions and regional entities, and working effectively with civil society partners and the private sector. On the basis of the success of that course, the College also designed and delivered a tailor-made course for UNICEF on building partnerships for development effectiveness in a post-2015 world.

39. Together with the United Nations Population Fund, UNAIDS and the Office of the United Nations High Commissioner for Refugees, the Staff College delivered a strategic learning exchange on engaging with faith organizations and communities in development and humanitarian work in Turin in November 2014. Bringing together United Nations staff members with faith-based partners and recognizing the commonalities between the communities that they serve, the course offered an opportunity for mutual learning and provided inputs into a growing database of case studies on faith and development.

40. Finally, the College is partnering with the United Nations Institute for Training and Research (UNITAR) to prepare national sustainable development training

workshops for United Nations country teams and national actors. This initiative, guided by the Senior Coordinator, “United Nations fit for purpose for the post-2015 development agenda”, will be rolled out in coordination with the Development Operations Coordination Office and in consultation with the Special Adviser on Post-2015 Development Planning.

D. Supporting the peace, security and staff safety efforts of the United Nations

41. The United Nations and its partners face increasing challenges in securing the peace and security that the world needs to enable development to take place. A continuing trend of deteriorating peace and increasing violence in the world, including in areas not directly affected by armed conflict, has led the College to broaden its peace and security portfolio with attention to such issues as conflict analysis and prevention, decentralization and peacebuilding, working at the nexus of human rights and conflict transformation, and prevention of electoral violence, as well as learning initiatives aimed at understanding a new generation of non-State armed groups. At the same time, the growing need for United Nations staff to be equipped to “stay and deliver” in contexts of increasing violence on the ground has resulted in an increased emphasis by the United Nations on training civilian United Nations personnel on staff safety and security. The College is in the process of expanding its partnership with the Department of Safety and Security of the United Nations Secretariat to meet this need.

42. During the past biennium, the College deployed its mobile team of experts to deliver 42 peace and security courses in 16 countries. Responding to the unique challenges faced by staff in conflict-affected areas, many of the aforementioned opportunities were customized to address country-specific needs. The College expanded its global footprint by conducting training-of-trainers programmes on security and safety in the field. Through those training programmes, the College created a substantial multiplier effect as College-certified trainers reached an unprecedented total of 12,245 United Nations staff in 41 countries.

Conflict prevention, conflict analysis and peacebuilding

43. In order to build capacity in preventing election-related violence, the College continued to offer its training course on electoral violence prevention. The curriculum was developed in cooperation with the Department of Political Affairs of the United Nations Secretariat, drawing on expertise from within and outside the United Nations system. The course is intended for staff working in countries with systematic, long-standing and unresolved grievances, where elections have the potential to divide and destabilize. During the biennium, four training courses were held. In 2014, the Department committed internal funds to sustain the training initiative, which was previously fully funded by donors.

44. In addition, together with the Task Team on Conflict Prevention and other United Nations partners, the College created a new online course on the topic “Working at the nexus of human rights and conflict transformation”. The course offers insight on how conflict transformation and human rights approaches complement one another and how practitioners can utilize those linkages concretely in their work.

45. To build the capacity of the system for conflict analysis in situations of deteriorating human security, the College continued to offer its popular courses on conflict analysis for prevention and peacebuilding, in online and face-to-face editions, as well as tailored versions for field offices, agencies and peace operations.

46. In view of the increasing prominence of local governance provisions in peace agreements and national post-conflict peacebuilding agendas, the College created a new online course on decentralized governance and peacebuilding. The course draws on case studies from different regions to illustrate successful decentralization reforms and peacebuilding efforts at the local level. Highlighting the relevance of the course to the challenges faced by peace missions, a bulk enrolment was received from the African Union-United Nations Hybrid Operation in Darfur (UNAMID).

47. During the biennium, the College furthered its collaboration with peace operations in the delivery of tailored in-mission training courses. For example, the College tailored and delivered its course on conflict analysis in El-Fasher for UNAMID and designed a new course on analytical reporting skills at the request of the United Nations Assistance Mission in Afghanistan. The analytical reporting skills course builds staff capacities to ensure that mission reports better reflect trends and developments occurring in the different sectors, demonstrate impact and provide evidence-based and action-oriented recommendations. In addition, the College partnered with the Peacebuilding Support Office and PeaceNexus Foundation for the design and delivery of a tailor-made training course on peacebuilding programming for the United Nations country team in Kyrgyzstan.

48. The College enjoyed return business from United Nations agencies in the area of peace and security. For example, owing to the successful delivery of the conflict analysis tools training in Pakistan for UNDP in 2013, the College was invited to return to conduct a training-of-trainers course on conflict analysis tools in 2014. The courses brought about mobile training teams, which jointly developed a manual to train national government counterparts in the Federally Administered Tribal Areas in Pakistan, thus standardizing conflict analysis as part of the joint projects of UNDP and government departments across the conflict area. Likewise, the training course on decentralized governance conducted in New York led to a contract with the United Nations Joint Programme on Local Governance and Decentralized Service Delivery in Somalia to train 57 Somali participants in the same curriculum.

49. The College undertook a scoping phase as the first step of a new learning initiative analysing non-State armed groups (terrorist groups, criminal networks, youth gangs, drug cartels, vigilantes) in the field. An inter-agency working group was formed to develop training and learning packages and a knowledge portal, as well as to commission academic research papers and field accounts to inform learning. The scoping report fed into, and was further informed by, the annual dialogue series for Deputy Special Representatives of the Secretary-General, which focused in 2014 on the theme "Understanding a new generation of non-State armed groups" and brought together 20 Deputy Special Representatives. The College continued to convene that high-level event in 2013 and 2014 in partnership with the Centre for International Peace Operations in Berlin.

50. Two new courses are being developed to become a regular feature of the College's future portfolio, namely on conflict analysis for humanitarian action and peacebuilding (in partnership with the Office for the Coordination of Humanitarian Affairs of the United Nations Secretariat) and on conflict analysis for strategic

assessment (in partnership with the Department of Political Affairs). The College is also working with a consortium of partners (PeaceNexus Foundation, African Centre for the Constructive Resolution of Disputes, United States Institute of Peace, Folke Bernadotte Academy and Swiss Peace Foundation) towards the development of a web-based peacebuilding training course to prepare staff to address peacebuilding challenges in conflict contexts.

Staff safety and security

51. The Staff College has become an active member of the inter-agency working group on security training and is working with the Department of Safety and Security to design and deliver training-of-trainers courses to certify joint venture trainers. The College also participated as an associate trainer in the hostage incident management certification process. Discussions are under way to develop further joint activities with the Department.

E. Strengthening management and communications skills and supporting knowledge-sharing and staff development

52. The College continues to offer a wide portfolio of courses on essential skills for staff at all levels and in any United Nations organization. New entries in the College's 2013-2014 portfolio included courses on: leadership skills for supervisors, performance management and review of the performance appraisal system, meeting facilitation skills, evaluation and impact assessment of learning, knowledge management, effective writing skills, social media for United Nations programme coordination specialists, learning design for online courses, finance for non-finance staff, leading and managing change in the workplace, project management essentials, and working in teams. Participants' feedback has confirmed the value of such online tutored courses, with real-time collaboration in virtual classrooms proving an effective alternative to face-to-face programmes.

53. In addition, the College has responded to demand from United Nations entities for tailor-made online learning programmes on management skills. For example, the College designed a distance learning course on results-based management for the United Nations Environment Programme (UNEP). The course will build the capacity of UNEP personnel to design and deliver projects that make sustainable and measurable positive impacts on the environment while contributing to gender equality.

54. The College has maintained its strong position as a system-wide provider of knowledge services by promoting best practices in the field of learning management and staff development (e.g. learning managers' forum, United Nations learning community, community database of learning consultants). The College has also continued to support the accessibility and discovery of relevant expertise through its global databases of experts in various fields (e.g. United Nations Development Group expert rosters, UN-Women roster of gender experts and trainers, and roster of certified trainers on security and safety in the field).

55. During the last quarter of 2014, the College worked with subject matter experts on new curricula to be released in 2015, expanding its offerings in communication skills, decision-making and managing organizational change. In addition, a new online induction to the United Nations system will be released to

staff in 2015. The product is being developed in partnership with the Office of Human Resources Management of the United Nations Secretariat.

III. Key institutional achievements

A. Strengthening efficiency, effectiveness and accountability in delivering results

56. The trust placed in the Staff College by the United Nations system has witnessed unprecedented growth, thanks to the constant improvement of both the quality of the College's services and its own internal management structure. After a change management process in the previous biennium that resulted in a new business model and a leaner and more agile organizational structure, 2013 was marked by significant strides towards consolidating the College's central role in inter-agency learning, training and knowledge-sharing. Through a College-wide consultation, the College developed its first strategic framework (2014-2017). Approved by the Board of Governors in 2013, the framework will continue to guide the work of the College over the coming years.

57. To match the College's vision with concrete ways to achieve it, the College adopted its first corporate action plan (2014-2017). The plan identifies strategic actions, concrete activities and key performance indicators to achieve the objectives laid out in the strategic framework. To expand and enhance the College's role as a catalyst for the United Nations reform agenda and in preparing staff to meet the challenges of the post-2015 era, the plan identifies a portfolio of strategic projects for investment and roll-out in 2015 that will complement the College's existing portfolio.

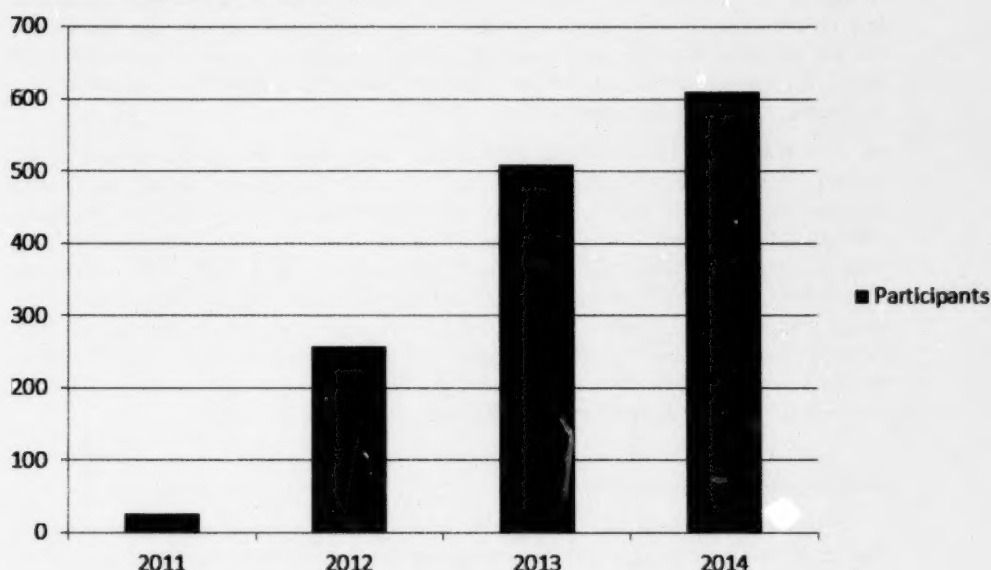
58. The College improved its ability to systematically measure the quality and impact of its activities by introducing a standard participant evaluation form and a process of systematic independent review. The excellent evaluations received for the numerous courses and other initiatives organized and delivered by the College are a testament to the relevance and value of the College's learning programmes. The College has also established an online programme database facilitating access to data reports by activity and programme (e.g. planned and completed activities; number, sex and geographical distribution of participants; and evaluation scores).

59. In order to communicate its results and impact, the College produced its first institutional video, in addition to numerous promotional videos and materials for its programmes. Clear and consistent messages that demonstrate the benefit of the Staff College experience have been developed to inform its communications materials.

60. The College is beginning to see increasing dividends emerging from its investments in online and technology-driven training and knowledge-sharing events. The increased number of online offerings (from 9 at the end of 2012 to 26 at the end of 2014) demonstrates the success of the College's strategy to gradually transform the institution from one that offered only in-classroom training to a cutting edge and innovative learning hub with a growing portfolio of blended courses and events. That move has provided opportunities to expand knowledge or sharpen professional skills for a considerable segment of United Nations staff worldwide who otherwise, for a variety of reasons, cannot attend the College's face-to-face courses. In

addition, in 2014 the College deployed United Nations Knowledge Campus Portals (portals.unssc.org), a new learning management system offered to United Nations system organizations to promote wider accessibility of learning resources, supporting entities in disseminating global initiatives through it (e.g. the Greening the Blue tutorial). Finally, the College has strengthened its capacity to develop mobile applications in-house, which will lead to the release of the first two applications of the College for iOS: "The United Nations facilitator's cookbook", a community-based knowledge-sharing toolkit for best practices in the facilitation of workshops and training courses, and a new application to accompany the post-2015 learning hub.

Figure III
Growth in distance learning



B. Strengthening collaboration and partnerships

61. The Staff College today is a key ally of inter-agency policymaking bodies, such as the United Nations System Chief Executives Board for Coordination, the High-level Committee on Programmes and the High-level Committee on Management. The College works to support their inter-agency efforts through the implementation of learning and training in key areas of reform. In addition, the participation of the College in the group on learning and training in relation to the post-2015 stakeholder steering committee, chaired by the Special Adviser on Post-2015 Development Planning, has been instrumental in shaping the College's strategy.

62. Recent years have witnessed a significant rise in the number of collaborative ventures between the College and world-renowned individuals and institutions in academia and the public and private sectors. This has augmented the depth of the College's offerings and sharpened their focus. In 2013-2014, the College initiated

new partnerships for cooperation in training activities with the United Nations Secretariat, UNITAR, the ILO International Training Centre, the European Inter-University Centre for Human Rights and Democratization, the Hertie School of Governance, Durham University, the SDA Bocconi School of Management, the University of Cape Town and the Georgetown University School of Foreign Service, among others. In addition, the College became a member of the Learning Innovations Laboratory consortium of the Harvard Graduate School of Education and worked with Deloitte and Alchemy Growth Partners to apply an "as one" diagnostic tool to provide insight into conditions that support or hinder collaboration within the United Nations system.

63. The visibility and positive reputation of the College continued to increase in the United Nations system, the donor community and the local authorities as a result of a series of strategic knowledge-sharing events and advocacy initiatives. Enhanced knowledge-sharing with Member States and senior United Nations representatives further informed the College's vision by identifying priority areas of intervention in which the process of United Nations organizational reform could be accelerated and enhanced through system-wide capacity-building.

64. In July 2014, the College convened a workshop on capacity-building for United Nations reform, bringing together 23 senior representatives of the United Nations and Member States. The programme drew attention to the need to build intellectual leadership among United Nations staff for the development and implementation of a new development framework, to equip staff with a common foundation of skills and understanding to respond to emerging challenges across the three pillars of the United Nations, and to foster networks of committed staff capable of concerted action to assess and implement system-wide reforms. Building on the series of substantive discussions, the following capacity-building priorities for United Nations reform were agreed upon:

(a) Creation of an informal senior leaders change forum to drive and model transformational cross-cutting change;

(b) Development of an integrated capacity-building programme that supports change in middle management, involving partners across different levels (country, regional and global);

(c) Consolidation of the Staff College's role as a principal system-wide facilitator to drive change through a whole-of-system approach. In particular, the College was directed:

(i) To serve as a repository of United Nations-specific cases and training materials on implementing change and facilitate their sharing and application;

(ii) To facilitate peer mentoring for change;

(iii) To design and conduct training and support learning for senior and mid-level managers;

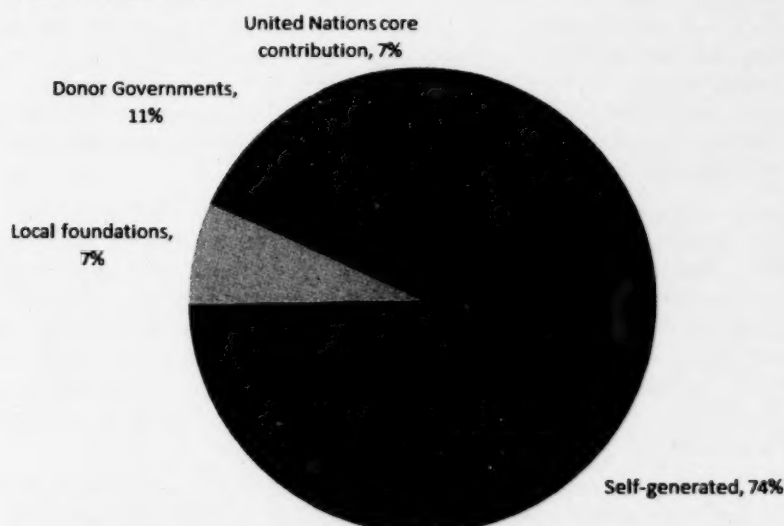
(iv) To provide both skills-specific and substantive training in priority areas for United Nations reform.

65. In order to deliver on the expectations and outcomes endorsed by the participants, the College is currently preparing a road map for developing and implementing the suggested learning and training activities.

IV. Financial situation of the College

66. For the year ended 31 December 2014, total income amounted to \$7.39 million. The trend of the College's self-generating the major part of its income has continued over recent years, at 65 per cent in 2013 and 74 per cent in 2014, and is a testament to the strong demand for the College's services despite the decreasing resources of United Nations entities as a result of the global financial crisis and its direct impact on funding available for learning and training activities. For the year ended 31 December 2014, income from donor Governments amounted to 11 per cent of the total income, the United Nations system's core contribution represented 7 per cent, and local foundations contributed 7 per cent (see fig. IV). Donor Governments presently contributing to the College's core budget are Italy and Sweden.

Figure IV
Income by source, 2014



67. In addition, during the biennium 2013-2014, Finland, France, Germany (through the Centre for International Peace Operations), Luxembourg and Switzerland provided contributions earmarked for specific activities.

68. The College recognizes that, to bring its efforts to scale, a reliable base of supplementary funding (core and catalytic) is required. The College is encouraged by promising signs of support from donors for 2015 and beyond, including the commitment of the host Government (Italy) to initiating a regular contribution to the College's budget. The Government of Sweden and the Turin-based Compagnia di San Paolo have also committed to continuing their financial support to the College. The College is currently engaged in serious discussion with other potential donors to support recommended activities driven by the outcomes of the donors meeting held in July 2014.

V. Conclusions and recommendations

69. The seventieth anniversary of the United Nations and the impending adoption of a new development agenda provide an occasion both for recognizing what has been achieved in terms of system-wide capacity-building of the United Nations international civil service and for determining what more must be done. The international community is calling for a transformation to ensure that the United Nations will be fit for purpose to respond to the challenges of the new sustainable development agenda, with a development system better able to support the new agenda, as well as a humanitarian system better able to fulfil growing needs. In this context, the capacity of the United Nations international civil service is critical.

70. Now is the time for concerted action to ensure that United Nations personnel are equipped with adequate knowledge, tools and innovative capacity to make a real difference in terms of saving and improving lives and to maintain the system's comparative advantage in doing so. United Nations practitioners must be inspired to contribute to collective strategies with independent thought rooted in universal values. They must be prepared to translate global strategies into country-specific programmes. As they monitor and report on progress, their success stories and lessons learned must be captured and directed to inform future policy, programming and advocacy. Across the system, staff must be equipped with a common foundation of skills and understanding to link the normative, standard-setting and operational dimensions of their work.

71. There is a need to effect a cultural shift in the Organization: to bring about a reinvigorated system that delivers outcomes collaboratively, in which all staff have a shared understanding of the core issues, such as United Nations values and risk management, and in which staff are supported and encouraged to increasingly share knowledge on a system-wide basis. To achieve this transformation, the change must come from within. The Organization's success in tackling the challenges of tomorrow will rest not only in the policy and programming steps to be taken but also in the ability and willingness of the Organization to become a genuine "learning organization".

72. The Staff College is well positioned to play a catalytic role as a platform for dialogue, knowledge-sharing and learning to strengthen system-wide leadership, drive change management and build staff capacity in critical areas. Indeed, the College is the only entity positioned and mandated to play such a role on a system-wide basis.

73. It is therefore recommended that Member States and entities of the United Nations system provide full support to the Staff College in its efforts to deliver an appropriately contemporary and forward-looking range of capacity-building measures for United Nations staff, going well beyond training to comprise a system-wide knowledge management effort. In particular, Member States are encouraged to work with the College to ensure shared ownership of the change process and to support the College in consolidating a resource base commensurate with the interlinked tasks of:

(a) Building a comprehensive portfolio of programmes to develop system-wide United Nations staff capacity to meet the challenges of the post-2015 era and effectively accelerate organizational change, transformation and adaptation;

(b) Reaching a critical mass of United Nations staff with these essential programmes.

74. Likewise, United Nations entities are encouraged to coordinate their learning and training activities with the College, to sponsor their staff to participate in the College's programmes and to support the College's efforts to facilitate knowledge management for organizational transformation by exchanging their experiences in implementing positive change.

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**Mainstreaming of the three dimensions of sustainable
development throughout the United Nations system****Report of the Secretary-General***Summary*

At the United Nations Conference on Sustainable Development, the United Nations system was requested to mainstream the economic, social and environmental dimensions of sustainable development throughout its work. The two progress reports submitted since then indicated that such efforts would result in better support to Member States in their pursuit of sustainable development. The reports also highlighted that mainstreaming the three dimensions ultimately consisted of harnessing synergies and created opportunities that advanced sustainable development through the policies and programmes of the United Nations, as well as averted unintended or conflicting impacts, priorities and outcomes. The present report highlights the role of the sustainable development goals at the core of the post-2015 development agenda and their potential to inject new impetus for embracing integrated approaches to development and to marshal a range of existing policy tools and guidance for collaboration. The report examines accelerated efforts within the inter-agency work of the United Nations system to prepare for the new universal development agenda, building on collective efforts that successfully leveraged acceleration towards the achievement of the Millennium Development Goals. The sustainable development goals can also prepare the United Nations for

* A/70/50.



enhanced support at the country level, including through concerted efforts to adapt strategic plans and frameworks, core instruments that drive sustainable development approaches in its work and thinking. The report highlights future reviews of the United Nations system, including through closer bonds with existing evaluation functions, as a critical component of assessing progress against the post-2015 development agenda. Lastly, the report presents conclusions and provides a set of recommendations.

I. Introduction

1. At the United Nations Conference on Sustainable Development, held in Rio de Janeiro, Brazil, in June 2012, Heads of State and Government renewed global commitment to sustainable development and outlined a broad vision that identifies poverty eradication as the greatest challenge facing the world today and an indispensable requirement for achieving sustainable development.
2. Heads of State and Government agreed that, in order to accomplish that vision, sustainable development should be mainstreamed at all levels, integrating economic, social and environmental aspects and recognizing their interlinkages.
3. In the outcome document of the Conference, entitled "The future we want" (General Assembly resolution 66/288, annex), Heads of State and Government called for the further mainstreaming of the three dimensions of sustainable development throughout the work of the United Nations system, thereby asking the agencies, funds and programmes of the United Nations system to approach their own work from a sustainable development perspective. Member States reiterated that call in 2013 and 2014 and invited the Secretary-General to continue to report to the General Assembly, through the Economic and Social Council, on progress made, including for the consideration of the high-level political forum on sustainable development. The present report was prepared pursuant to that request.
4. The efforts of the United Nations system to mainstream economic, social and environmental dimensions are particularly relevant at a time when the international community is elaborating a post-2015 development agenda with the sustainable development goals at its core. The United Nations must be ready to help Member States to implement and review that agenda, which will be transformative, integrate economic, social and environmental dimensions and apply to all countries.
5. The sustainable development goals proposed by the Open Working Group of the General Assembly on Sustainable Development Goals provide significant opportunities for change. Because of the way in which they are designed, they can accelerate the integration of economic, social and environmental dimensions in the policies and actions of all development actors, including the United Nations system. That was the intention of world leaders at the United Nations Conference on Sustainable Development, when they stated that the sustainable development goals contributed to the achievement of sustainable development and served as a driver for implementation and mainstreaming of sustainable development in the United Nations system as a whole.
6. The sustainable development goals framework can thus bolster efforts already under way within the United Nations system to effectively support a balanced and integrated implementation of the goals. Such initiatives are ongoing at the international, regional and country levels across and within organizations but can be scaled up with intergovernmental guidance and support.
7. The present report builds on the two previous reports of the Secretary-General on mainstreaming the three dimensions of sustainable development (A/69/79-E/2014/66 and A/68/79-E/2013/69).

II. Sustainable development goals as a driving force for integrating economic, social and environmental dimensions

8. In 2014, following roughly 18 months of intergovernmental consultations, the Open Working Group of the General Assembly on Sustainable Development Goals proposed a set of sustainable development goals. The goals would incorporate the Millennium Development Goals and become the reference objectives for the international community for the period 2015-2030. In its resolution 68/309, the Assembly decided that the Working Group's proposal "shall be the main basis for integrating sustainable development goals into the post-2015 development agenda, while recognizing that other inputs will also be considered".

9. The proposed goals constitute an ambitious agenda covering a much broader range of issues than the Millennium Development Goals. They aim to be applicable to all countries, not only to developing countries, and to serve as guideposts for a transition to sustainable development.

10. What makes the agenda transformative is also its foundation in a people-centred, rights-based approach to development, pursuing aspirations to eradicate poverty irreversibly, tackle discrimination and inequality and ensure that "no one is left behind". This universal agenda integrates dimensions related to peaceful societies underpinned by effective, accountable and inclusive institutions. It requires a paradigm shift in development thinking. The ambition to leave no one behind will require better identification of vulnerable groups and understanding of the risks that those groups are facing. Implementing the agenda will require building linkages between development and other areas, such as humanitarian action. Actions must be underpinned by human rights and the rule of law and engage all development actors. They will need to recognize the relationship between economic, social and environmental dimensions.

11. Lack of integration across sectors in terms of strategies, policies and implementation has long been perceived as a major obstacle to achieving sustainable development. Insufficient understanding of and accounting for trade-offs, interlinkages, synergies and benefits across sectors have at times resulted in incoherent policies, adverse impacts of some sector-specific development policies and, ultimately, diverging outcomes and trends across broad objectives for sustainable development.

12. An internationally agreed framework of goals and targets has great value for the international community and the United Nations system. As a tool for monitoring and reviewing sustainable development progress, the goals and targets are a common benchmark against which progress can be assessed, as well as the basis for cooperation and mutual review. For development institutions, the sustainable development goals can be expected to provide a framework based on which policy and action will be recentred on achieving human well-being and reducing inequality. They should inspire and help to shape strategies, policies and actions by Governments in rich and poor countries, as well as by the range of development actors. The Millennium Development Goals produced a similar normative effect in international development cooperation institutions.

13. The structure of the set of sustainable development goals, as put forward by the Open Working Group, has implications for policy integration and coherence across areas. The sustainable development goals and targets refer to multiple goals

and sectors: of the 107 targets in the proposal of the Open Working Group that are not related to means of implementation, more than half are explicitly cross-cutting, which means that they refer to at least one other goal. Many targets even link three or more different goals. This may facilitate integration and policy coherence across sectors, in particular for the United Nations system. Such links among goals through the targets may also facilitate real mainstreaming of the three dimensions of sustainable development, particularly around such themes as sustainable consumption and production.

14. In designing and monitoring their work on the sustainable development goals, United Nations agencies, funds and programmes concerned with a specific goal (e.g. education, health, economic growth) will therefore need to take into account targets that refer to other goals. Given the broad ownership of the goals, this may provide a stronger incentive than in the past for cross-sector, integrated and collaborative work. Similarly, to evaluate progress under the sustainable development goals, it will be necessary to look at multiple goals concurrently and in an integrated fashion.

15. For example, health is covered by goal 3 (Ensure healthy lives and promote well-being for all at all ages), which includes 13 targets (4 of which relate to means of implementation). Eight targets under goals 2, 6, 11 and 12 also explicitly refer to health in their wording. Those targets can be referred to as "extended" targets for goal 3, as opposed to the "core" targets listed under that goal. Arguably, institutions concerned with the health sector and operating within the framework of the sustainable development goals will have to consider both core and extended targets when designing, implementing and monitoring policies.

16. Another feature of the sustainable development goals that may enable cross-sector dialogue and greater policy coherence can be found in the broad formulation of goal 2, which adds to traditional targets on hunger explicit references to land management, agricultural production methods and ecosystems. Such connections may encourage development actors to make closer links between agriculture, nutrition, food security and ecosystems much more than in the past.

17. The proposed sustainable development goals include two stand-alone goals: on inequality (goal 10) and on sustainable consumption and production (goal 12). The inclusion of those two cross-cutting dimensions, which are at the very heart of sustainable development, in the set of sustainable development goals confers them with high visibility. The formulation of targets under goals 10 and 12 link the two to many of the other goals, virtually ensuring that those two concepts emerge as the most heavily interlinked themes in the sustainable development agenda.

18. With regard to goal 12 (Ensure sustainable consumption and production patterns), links with goal 6 (Ensure availability and sustainable management of water and sanitation for all) are provided under target 6.3, on water quality, and target 6.4, on water-use efficiency and freshwater. Importantly, sustainable consumption and production is linked with goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) through target 8.4, on improving global resource efficiency in consumption and production.

19. With regard to the issue of inequality in goal 10 (Reduce inequality within and among countries), many relevant targets are listed under other goals. Of particular note is the strong link with inequality in goal 16 (Promote peaceful and inclusive

societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and goal 1 (End poverty in all its forms everywhere). Most of the links between goals 10 and 1 are provided through targets on universal access to energy, water, health, housing and green space and equal access to resources, which are concurrently listed under other goals.

20. Inequality and sustainable consumption and production have often suffered from not having strong sectoral anchoring in international development institutions. For instance, sustainable consumption and production has suffered from weak integration with other areas of work, and resource efficiency considerations in various sectors were often lost in development strategies and policies. Operationalizing the sustainable development goals will require actors from many different sectors to address sustainable consumption and production targets under their goals, which may ultimately enable greater integration of sustainable consumption and production across the board.

21. Notwithstanding the enabling features built into the sustainable development goals, integrating the various dimensions of sustainable development into strategies and policy advice across the United Nations system will not happen automatically. Integration of thinking and policy advice, including capacity-building, represents a challenge to “business as usual”. At times, the fragmented funding structure hinders collaboration. Joining efforts and cooperation towards achieving common goals are necessary to ensure policy integration. The quadrennial comprehensive policy review of operational activities for development of the United Nations system provided important recommendations in that regard. Several initiatives to spur greater collaboration and integrated thinking throughout the United Nations system are ongoing.

III. Ready the United Nations system to support the post-2015 development agenda

22. The first report of the Secretary-General (A/68/79-E/2013/69) identified important building blocks for mainstreaming the three dimensions of sustainable development in the work of the United Nations system. Those include commitment at the highest level bolstered by intergovernmental guidance, and stronger coordination and policy coherence. Also critical are adequate institutional support, analytical capacity-building and mobilization and allocation of resources to drive sustainable development.

23. Strong mandates pertaining to the mainstreaming of sustainable development already exist. At the United Nations Conference on Sustainable Development, the United Nations system was called upon to mainstream the three dimensions of sustainable development in its work. This was echoed in the quadrennial comprehensive policy review, which similarly recognized the role and comparative advantage of the United Nations system in advancing the integration of the economic, social and environmental pillars of sustainable development. In its most recent resolution on the subject, the Assembly encouraged the United Nations system to promote sustainable development outcomes through strengthening normative and operational linkages. At the summit on the post-2015 development agenda, to be held

in September 2015, it is expected that the United Nations system will be called upon to support the implementation of the agenda.

24. The United Nations institutional architecture for promoting and reviewing sustainable development is in place and was reformed at the United Nations Conference on Sustainable Development. At the Conference, the overarching role of the General Assembly and the Economic and Social Council in integration and in coordinated follow-up to all major United Nations conferences and summits in the economic, social, environmental and related fields was reaffirmed. The integration segment of the Economic and Social Council is becoming a platform in which to discuss options for coordinated and integrated policies.

25. Also at that Conference, the high-level political forum on sustainable development was created as an important platform for leadership, guidance, recommendations and review of sustainable development commitments, including the sustainable development goals. It was confirmed, as was done at the most recent quadrennial comprehensive policy review, that the regional commissions had an important role to play in prioritizing sustainable development initiatives through their normative and operational support work, as well as in facilitating regional reflection and policymaking through annual regional forums on sustainable development.

26. The various intergovernmental platforms, along with the vast number of United Nations system intergovernmental bodies, have contributed to elaborating the post-2015 development agenda. They will now provide guidance on how to address some of the major implications of the new agenda for the United Nations system. The Economic and Social Council dialogue on the long-term positioning of the United Nations system in the context of the post-2015 development agenda will provide important directions. Coherent intergovernmental guidance can encourage initiatives launched by the United Nations system to prepare for supporting the implementation of the agenda.

A. Making the United Nations system fit for transformation

27. In his synthesis report on the post-2015 development agenda, entitled "The road to dignity by 2030: ending poverty, transforming all lives and protecting the planet" (A/69/700), the Secretary-General noted that a United Nations system that was "fit for purpose" to deliver on the post-2015 sustainable development agenda was one that must provide specialized advice when requested and be equally adept at ensuring an integrated approach and committed to working more collaboratively to leverage the expertise and capacities of all its organizations in support of sustainable development.

28. The Economic and Social Council holds dialogues and events involving Member States and all relevant stakeholders, which represent a very important opportunity to reposition the United Nations development system to play a critical role and maximize its comparative advantages in support of sustainable development. The main message of the dialogue held in February 2015 underlined how the United Nations development system needed to respond coherently in linking the normative, standard-setting and operational dimensions of United Nations work, which would require new thinking and new approaches to work models and financing to guarantee operational effectiveness.

29. Work has already been undertaken in the context of the United Nations System Chief Executives Board for Coordination (CEB). The Board has been reflecting on how the United Nations system should transform itself to best support Member States in delivering on an integrated and universal agenda. It has focused its reflections on five interconnected elements of sustainable development: universality, equality, human rights, integration and data.

30. The Board also examined the capacity and readiness of the United Nations system to help to deliver the new sustainable development agenda and become more effective and efficient in supporting the achievement of development results. At the core of its deliberations was an understanding that the emerging agenda required a whole-of-system approach. It has reflected on how to better coordinate action on programmatic, operational and management issues across the system. Leveraging institutional synergies and complementarities would facilitate a coherent integration of policies across the three dimensions of sustainable development and contribute to the effective implementation of the post-2015 development agenda.

31. The CEB exercise is already leading to concrete actions. The High-level Committee on Programmes is now looking more specifically at sustainable urbanization, climate change and youth employment in order to identify measures to deepen policy coherence, system-wide coordination and engagement with other stakeholders with a view to better supporting Member States in those areas.

32. The United Nations Development Group, through a newly created working group on sustainable development, is reflecting on possible new approaches for rallying system entities around programme countries towards the implementation of the post-2015 development agenda. Such approaches would entail: (a) mainstreaming, that is, helping countries to integrate the post-2015 development agenda in their national, regional and local plans for development; (b) acceleration, by helping to target resources in priority areas for achieving the post-2015 development agenda; and (c) policy support, by making sure that the skills and expertise available in the system are made available to countries in a timely and cost-effective manner. The strategy would entail efforts to raise awareness of the agenda, support countries' analysis of their own policies and bolster their capacity to review progress. Member States will be kept informed of progress in implementing initiatives in future reports and reporting in the context of the quadrennial comprehensive policy review.

B. Context for pursuing environmental and social sustainability

33. In his 2013 and 2014 reports, the Secretary-General noted the framework for advancing environmental and social sustainability in the United Nations system as a further entry point for integrating the three dimensions of sustainable development in the work of the United Nations system. The framework was endorsed in September 2012 by the Environment Management Group, the United Nations inter-agency coordination body on environmental issues. It provides a basic architecture for integrating environmental and social sustainability measures into the United Nations system at three levels: (a) internal strategies and policies; (b) operational activities, by means of programmes and projects; and (c) administrative decisions, such as on facilities management.

34. Two and a half years after its endorsement, the framework is being applied throughout various parts of the system, although implementation is not yet widespread. Further efforts are needed to promote its full implementation.

35. It was for that purpose that the Environment Management Group developed an interim guide to raise awareness of measures that could be adopted by individual organizations, clarify financial and institutional implications and help entities across the United Nations system to learn from each other's experiences in advancing environmental and social sustainability.

36. The Environment Management Group also initiated a pilot project to assist five agencies, representing a variety of mandates, cultures and operational models, in their efforts to implement environmental and social sustainability measures internally. The pilot project will be carried out in 2015.

37. As an outcome of the pilot project, it will be important to consider how to adjust the framework and the interim guide in order to clarify how economic dimensions need to be incorporated, both to ensure due diligence and outcome effectiveness of United Nations operations and programming and to maximize synergies of actions with strategies for inclusive and sustainable growth.

C. Adapting support to intergovernmental work

38. A range of inter-agency bodies have supported the elaboration of the post-2015 development agenda. Various ad hoc and time-bound mechanisms were created for that purpose, notably the United Nations System Task Team on the Post-2015 United Nations Development Agenda and its inter-agency technical support team.

39. The technical support team has worked in a novel way to support the Open Working Group throughout its deliberations. Its 55 member entities organized around several lead agencies to prepare issues briefs on the various topics examined by the Open Working Group. This allowed interdisciplinary dialogue within thematically driven coalitions while responding quickly to Member State requests. The technical support team stands ready to assist Member States on an as-needed basis.

40. This lead-agency model may inspire arrangements for United Nations system support to other intergovernmental bodies, notably the high-level political forum on sustainable development.

41. The elaboration of the sustainable development goals has also broadened the work of some existing inter-agency mechanisms. For example, UN-Water has been continuously addressing the three dimensions of sustainable development in its work, albeit in a fairly sectoral manner through its thematic priority areas and task forces. With the advent of the sustainable development goals process, UN-Water has put in place an institutional mechanism to address economic, social and environmental dimensions in a holistic manner, focusing on the entire water cycle. This enabled the provision of technical advice to Member States on the proposed water goal and related targets. UN-Water has also launched an expanded monitoring initiative aimed at helping Member States to review all the proposed water targets.

42. The focus on sustainable development requires enhancing support to intergovernmental bodies. Reports and advice must be based on a keen

understanding of the dynamics between the various dimensions and sectors. They must be grounded in scientific analysis and informed by the expertise and joint reflection of United Nations system organizations. Secretariats must work together to ensure that each governing body is informed of the work being done in other forums and contributes in its area of expertise and mandate.

D. More integrated policy advice

43. Policy advice is another area in which the United Nations system needs to bolster its ability to provide analysis and recommendations to support integrated action across the economic, social and environmental areas, across sectors and between development and other areas, such as humanitarian assistance.

44. For example, the Global Migration Group, which brings together 18 organizations of, or connected to, the United Nations system, promotes better coordination in the application of all relevant international instruments and norms relating to migration. Its work covers a wide range of topics, including labour migration, migration data, migration and health, migration and climate change, and migration and human rights. Apart from sustaining policy cooperation and integration in the field of international migration, the Group also contributes to the Global Forum on Migration and Development.

45. Another example is the Partnership for Action on Green Economy, which comprises five United Nations system entities and plans to provide a comprehensive suite of green economy services at the national level in support of the adoption of transformative economic policies to meet the demands and challenges of the twenty-first century. The Partnership aims to support 30 countries over the next seven years in building national green economy strategies that will generate new jobs and skills, promote clean technologies and reduce environmental risks and poverty.

46. Importantly, efforts to advance collaboration and support integrated approaches must be accelerated at the country level, where there will likely be a demand for support from the United Nations system.

IV. Adapting country-level support as an urgent imperative

47. Some countries have already started reflecting on the implications of the post-2015 agenda on their national development plans and strategies. The United Nations system is being called upon to support such an exercise in some of its programme countries.

48. Following the adoption of the post-2015 development agenda, there will be a strong expectation that the United Nations will adjust its policy advice and technical assistance to help countries to gear national development efforts towards the new goals and targets. This in turn will inform the strategic content of the next generation of United Nations Development Assistance Frameworks "Delivering as one" programmes, and broader United Nations engagement at all levels. A survey of programme countries conducted for the quadrennial comprehensive policy review of operational activities¹ showed that the efforts of the United Nations system were seen

¹ Survey questions are available from www.un.org/en/ecosoc/qcpr/pdf/qcpr_programme-

as currently focused on achieving the Millennium Development Goals. Countries will likewise expect the sustainable development goals to guide the United Nations system.

49. The survey reveals that Governments continue to consider the United Nations development system as a relevant partner across the various areas of the future sustainable development goals. Sustainable development is seen as one of the areas in which United Nations assistance to countries has been most significant and effective (after gender, health, environment and governance). Sustainable development also features among the areas that Governments consider most important for United Nations support in the coming four years (after economic growth and employment and the environment). This reinforces the mandate to mainstream sustainable development approaches in the United Nations system.

50. The survey shows that Governments would like the United Nations to make greater efforts to support national capacities and use national institutions. This would be consistent with the focus of the sustainable development goals on institutional effectiveness and accountability, especially as articulated under goal 16.

51. At the country level, the United Nations Development Assistance Framework is used in most countries as the strategic planning tool for Governments and the United Nations system to come together and plan the joint support provided to United Nations country teams. The Framework is likewise an important tool for collectively mainstreaming sustainable development approaches and preparing the United Nations system for helping countries to implement the new development agenda.

52. A preliminary analysis of the current generation of United Nations Development Assistance Frameworks (those initiated in 2013-2014) showed that, taken together, they addressed the "unfinished business" of the Millennium Development Goals and began to shift focus to the proposed sustainable development goals, albeit with some variations. This analysis points to the need for a more robust scoping and understanding of United Nations capacity to deliver a universal and integrated sustainable development agenda in various country contexts.

53. Overall, implementing the recommendations from the quadrennial comprehensive policy review will be critical, as improved coordination will also allow drawing from the expertise and resources of various organizations. Collaboration should also include entities engaged in economic development and humanitarian affairs.

54. Providing integrated support to the achievement of sustainable development goals will require other adjustments in the focus and working methods of the United Nations system. The survey conducted for the quadrennial comprehensive policy review showed that a significant number of countries considered that some United Nations organizations could be more effective in supporting countries in addressing problems of inequality and social exclusion. Nonetheless, low-income countries considered the United Nations to be highly relevant to their development needs. These findings should be carefully examined.

55. Coherence initiatives, such as the “Delivering as one” initiative, now implemented in 44 countries, seem to have improved the performance of the United Nations system in this regard. The “Delivering as one” initiative has also helped to mainstream such cross-cutting issues as the environment, the decent work agenda and human rights. The initiative may thus presumably help to advance more integrated policies and, ultimately, sustainable development approaches. It should be consolidated, notably through the implementation of standard operating procedures, in order to effectively translate integrated programming into joint operational delivery across the agencies, funds and programmes.

56. These various efforts will be bolstered by the work of the new working group on sustainable development of the United Nations Development Group. An important issue that will need to be addressed relates to the role of the United Nations in advocating and advising on the implementation of the sustainable development goals in developed countries.

57. Member States will need to encourage and guide these efforts through the quadrennial comprehensive policy review, on the basis of reflection during dialogues of the Economic and Social Council on the long-term positioning of the United Nations system and solid reporting on United Nations performance in mainstreaming sustainable development approaches.

V. Strategic plans and frameworks to drive integration

58. Ultimately, sustainable development should be the guiding framework for United Nations system organizations. The first two reports of the Secretary-General emphasized that, for that to happen, sustainable development must be embedded in organizations’ strategic plans and frameworks. It was also acknowledged that not all organizations required major adjustments, since several mandates had already called upon the United Nations system to integrate the three dimensions of sustainable development in a balanced manner, notably in the wake of the United Nations Conference on Sustainable Development. Still, in making the transition to a transformative post-2015 development agenda, sustained efforts will be needed to ensure that all strategic plans are aligned with the sustainable development goals, including strategic objectives and results and indicators for reviewing progress. The target indicators being developed in the sustainable development goals framework will help to update the indicators used by various organizations in reviewing progress and implementing their strategic plans.

59. Reviewing and adjusting strategic plans entails practical and technical challenges. Some organizations have just completed the elaboration of their strategic plans or their midterm review of implementation. In some cases, this has entailed adjusting plans to reflect other mandates given to the organization. Governing bodies and organizations might be experiencing planning fatigue. The need to assess the implications of the post-2015 development agenda should be made clear; this will require coordination on the part of Member States and the United Nations system.

60. However, there are examples of organizations reviewing the implications of the proposed sustainable development goals. The Economic and Social Commission for Western Asia, for example, has initiated an internal stocktaking and visioning exercise to ensure that it plans for long-term results and adapts to the framework of

the post-2015 development agenda. It should be noted that the longer time horizon of the sustainable development goals is not easily reconciled with the strategic planning cycle, which is often too short to fully realize gains in the implementation of sustainable development activities. The United Nations Children's Fund is also in the process of reviewing its strategic plan, in preparation for the midterm review in the following year, to assess whether it is coherent, makes the needed linkages between various areas, is measurable and links to the work of other organizations. Upcoming planning and midterm reviews should be fully used to gear strategic plans towards sustainable development and the post-2015 development agenda. There may also be a need to conduct ad hoc reviews to determine whether adjustments to strategic frameworks and budgets, among others, are needed.

Box 1**Adapting United Nations system strategic plans to sustainable development and the sustainable development goals**

The United Nations Human Settlements Programme (UN-Habitat) recently reviewed each of the seven subprogrammes of its 2014-2019 strategic plan to examine their alignment with goal 11 (Make cities and human settlements inclusive, safe, resilient and sustainable), as well as other goals interlinked through relevant targets. To that end, UN-Habitat is prepared to deliver technical assistance on issues of security of tenure and slum prevention, non-motorized transport, land-use efficiency and other outcomes of urban planning, multipurpose public space and urban finance to address the 10 targets proposed under goal 11. The results of that review have already been integrated in the proposed work programme and budget for the biennium 2016-2017.

The strategic plan of the United Nations Development Programme (UNDP) for 2014-2017 recognizes the need for greater links between environmental sustainability, poverty eradication, inclusive growth, governance, resilience and gender equality. Since 2013, UNDP has taken steps to operationalize the strategic plan and better mainstream the three dimensions of sustainable development across its policy, programming, and partnership opportunities, including through the promotion of South-South and triangular cooperation. Strategic planning objectives are now being tracked through a global integrated results and resources framework with targets and indicators that include sustainable development results definitions. UNDP is also creating a corporate planning system that focuses on the needs of country offices and offers a single, unified and user-friendly platform for planning, monitoring and reporting sustainable development policy and programming across all levels of the organization. Its own quadrennial comprehensive policy review implementation plan, which is updated and reported on a quarterly basis, supports this process at all levels.

UNDP has completed a complementary reorganization of its bureaux, offices and staffing, in part to ensure mainstreaming of the three dimensions of sustainable development and break down work silos across development themes. In 2015, new social and environmental standards were launched and will become an indicator in the integrated results and resources framework.

In 2013, States members of the United Nations Industrial Development Organization (UNIDO) renewed its mandate to promote inclusive and sustainable industrial development with a view to more explicitly pursuing integration of the three dimensions of sustainable development in UNIDO activities.

The mainstreaming of the three dimensions of sustainable development, both in the renewed mandate of UNIDO and across the United Nations system as a whole, have been underpinned by a burgeoning results- and impact-based orientation at the policy, operational and management level.

On that basis, UNIDO established a new integrated results and performance framework as the basis for long-term results-based management, monitoring, reporting and evaluation systems. Aligned with the global sustainable development agenda, as well as with the overarching corporate goals of transparency, effectiveness and efficiency, the framework is being introduced into the UNIDO programme and budgets document, as well as the new medium-term programme framework for 2016-2019.

Integration of the three dimensions of sustainable development has become more prominent in the work of the International Telecommunication Union (ITU) since the holding of the United Nations Conference on Sustainable Development. In 2012, the ITU Council, in its resolution 1353, recognized the new global commitment to sustainable development and, in particular, the need for further mainstreaming of the three dimensions of sustainable development. In 2014, the ITU Plenipotentiary Conference approved a new strategic plan for the period 2016-2019, which sets out the vision, goals and targets that ITU member States have committed to achieving by 2020 in collaboration with all stakeholders across the information and communications technology (ICT) ecosystem.

Known as the "Connect 2020 agenda", the new set of goals provides ITU membership with a unique framework for action to advance growth, inclusion, sustainability and innovation in the ICT sector and to adopt a unified results-based framework that brings together ITU-led activities under a single set of measurable goals and targets.

Through the new framework, member States have put sustainable development at the centre of the ITU strategy.

61. As discussed previously, with the sustainable development goals comes the need for closer linkages between sectors and organizations and more coordinated and integrated planning. There are several options to consider for strengthening coordination and integrated plans across United Nations entities using established inter-agency mechanisms and in line with existing mandates. Those should be explored.

62. The United Nations system has gained experience in mainstreaming cross-cutting issues, such as gender, into strategic plans. That experience can be built upon to ensure appropriate interlinkages between the work of organizations.

63. In addition to strategic planning, evidence-based evaluations can accelerate and guide the efforts of the United Nations system to mainstream sustainable development and the sustainable development goals in its work.

VI. Reviewing and evaluating the impact of the United Nations system on sustainable development

A. Facilitating system accountability

64. Within the context of the intergovernmental process to elaborate a post-2015 development agenda, Member States are shaping a framework for monitoring and reviewing progress in implementation. Thus far, the focus has been on how to review country progress in implementing the agenda. However, it is also widely recognized that the United Nations system and other development actors are also accountable for how they support the implementation of the sustainable development goals and the broader agenda.

65. A number of intergovernmental mechanisms ensure the accountability of the United Nations system. The General Assembly provides high-level guidance on operational activities for development through the quadrennial comprehensive policy review, and the Economic and Social Council keeps United Nations system implementation thereof under review. In addition, individual organizations are accountable to their respective governing bodies.

66. In 2013, the General Assembly, in its resolution 67/290, decided that the high-level political forum on sustainable development would review progress in implementing sustainable development commitments and that its reviews "shall include developed and developing countries, as well as relevant United Nations entities". That line of reporting should not duplicate the existing accountability lines. The future annual report on mainstreaming sustainable development in the work of the United Nations system could be used as a basis for such reviews, depending on Member States' guidance.

67. More generally, the sustainable development goals, targets and indicators will provide a yardstick against which to evaluate development progress. It will be important to determine how they can best be used to evaluate the system's contribution to the implementation of the post-2015 development agenda. A study to test the evaluability of the goals could be conducted as soon as the agenda is adopted, so that Member States have the framework necessary to evaluate the United Nations system in 5, 10 or 15 years. It will be important to establish a baseline.

68. The 2014 report of the Secretary-General highlighted the role of independent evaluations and inspections in promoting and tracking the mainstreaming of the three dimensions of sustainable development. There is a potentially important role for evaluation to play in enhancing learning and accountability in United Nations system reviews under the high-level political forum and elsewhere. The United Nations system has been increasingly undertaking joint approaches to evaluation, which can help to better integrate the three dimensions.

69. An interim coordination mechanism for system-wide evaluation of operational activities for development has been created by the quadrennial comprehensive policy review. It is intended to progressively enable the assessment of the United Nations system's response to challenges and priorities and achievement of the internationally agreed development goals in specific areas.

70. Overall, evaluation capacity across the United Nations system remains fairly uneven. The United Nations Evaluation Group is working to strengthen the evaluation functions of the United Nations system through the establishment of evaluation norms and standards, clear guidance on how to integrate gender responsiveness in evaluation systems, accountability frameworks that include peer reviews and system-wide action plan performance indicators, and further professionalization of evaluation. Reinforcing the capacity of the various evaluation entities across the system may give Member States an important evidence base with which to review and assess the work of the United Nations in their respective bodies.

71. Evaluating whether the United Nations system is adequately supporting the achievement of the sustainable development goals and mainstreaming the three dimensions of sustainable development in its work will require a slightly different kind of exercise and skill set. New methodologies and tools, training and resources may be required. Along with a robust evaluation capacity, organizations need to have systems in place to collect and analyse the requisite data

Box 2

Evaluation to inform implementation

To inform the implementation of the post-2015 development agenda, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), in partnership with the United Nations Evaluation Group, is carrying out a systematic review of gender in development. By reviewing more than 300 existing evaluations, the study will synthesize evidence on what works in implementing policies, programmes and projects to achieve gender equality and help to integrate gender responsiveness in national evaluation and systems.

72. The Office for Internal Oversight Services (OIOS) has studied the monitoring

recommends that the Secretary-General formulate an overarching strategy and action plan to support coherent, coordinated and timely monitoring and evaluation with regard to the post-2015 development agenda, together with the capacity development needed to support decision-making, along the path to achieving the sustainable development goals.

B. Helping Member States to track and evaluate their own progress

73. In 2014, and earlier in the quadrennial comprehensive policy review, Member States called upon the United Nations system to further strengthen the capacity of Member States for evaluation, in accordance with their national policies and priorities. The United Nations Evaluation Group is reflecting on how to respond to that mandate in the most rapid and effective way. Typically, United Nations system evaluation entities support countries in strengthening their own evaluation policies and systems. Capacity development should also include building skills and methods for national evaluation institutions, professional associations and practitioners, as well as systems for evaluation based on evidence-based recommendations to inform mid-course corrections.

74. Some Member States may ask the United Nations to assist in reviewing and evaluating their own progress towards the goals and targets for 2030. The precise contours of the architecture for reviewing progress in implementing the post-2015 development agenda will be developed in the intergovernmental negotiations, but it is already clear that the review framework will be voluntary and aimed at increasing effectiveness and exchanging lessons learned. It will make use of the entire United Nations system architecture. The Secretary-General, in his synthesis report on the post-2015 development agenda, suggested that the principal components of a review and monitoring framework could include a country-led, national component for accountability; a regional component for peer review; a global component for knowledge-sharing, as a forum for participatory, multi-stakeholder review; and a thematic component to chart global progress at regular intervals to help to identify challenges and bottlenecks and to mobilize action to address them.

75. Should the review architecture to be adopted in September 2015 have similar components, the United Nations will need to help to orchestrate and aggregate the many reviews conducted in various parts of the system on specific goals and targets.

76. Many such review and monitoring platforms already exist. The high-level political forum was established as a core platform for reviewing progress. The General Assembly is the overarching policy body and guides integrated and coordinated follow-up to United Nations conferences and summits, as well as follow-up to some specific outcomes. The Economic and Social Council assists with that follow-up and can orchestrate and coordinate the work of the United Nations system in various areas. A range of intergovernmental bodies also review progress on specific aspects of the post-2015 development agenda, as do various treaty-monitoring and other expert-level bodies.

77. It will be important to instil a sense of architecture in the existing arrangements and to draw from the reporting to existing platforms in order to ensure

evidence. The United Nations System Task Team on the Post-2015 United Nations Development Agenda and its technical support team can help to take stock of existing arrangements that meet such criteria, to support Member States in such an exercise.

Box 3

Reviewing progress on specific sustainable development goals

The Committee on World Food Security is emerging as the most inclusive international and intergovernmental platform for all stakeholders to work together on food security and nutrition for all. It has a natural advantage in overseeing progress on those goals and targets related to food security and nutrition. Three distinctive and unique features contribute to the Committee's legitimacy as a policy review and oversight mechanism: (a) the multi-stakeholder institutional structure, which provides the basis for meaningful participation by all relevant stakeholders; (b) the regular inclusion of structured food security and nutrition-related expertise in policy dialogue, which allows the Committee to conduct its consultation and negotiation processes with a solid base of evidence and practice; and (c) the linking of multi-stakeholder consultation and evidence-based knowledge to decision-making, which provides the basic science-policy framework for effective implementation by a variety of actors at the global, regional and national levels.

VII. Engaging in partnerships for sustainable development

78. Intuitive to the sustainable development approach is strong engagement with multi-stakeholder partnerships, networks and coalitions of actors around specific themes.

79. The United Nations now has a long history of engagement in multi-stakeholder partnerships. With its presence at the country level, and now more interlinked through the standard operating procedures on "delivering as one", the United Nations system is able to co-design programmes with stakeholders, facilitate nationally led, inclusive dialogues and provide a platform for shared capacities and operations. Much support has also been directed at forging South-South and triangular partnerships. Some experiences have proved successful in mobilizing resources, improving programme delivery and helping to build consensus around sensitive issues. However, such initiatives need to be carefully built, overseen and implemented, so as to ensure that they promote systemic change and do not exacerbate fragmentation of financing and institutions. Their advancement of the three dimensions of sustainable development needs to be ensured.

80. Evidence shows that multi-stakeholder efforts, combined with official development assistance and complemented by South-South and triangular

Zero Hunger Challenge have shown that, with leadership, coherence and accountability, the multi-stakeholder partnership model works in mobilizing new funding, catalysing innovation and achieving scale.

81. Multi-stakeholder partnerships and initiatives often possess extensive knowledge and expertise on the implementation of sustainable development commitments, including on best practices, governance structures and implementation of methodologies. Ease of access to such vast knowledge will be crucial for building, managing and leveraging successful and sustainable multi-stakeholder partnerships for achieving the sustainable development goals.

VIII. Conclusions and recommendations

82. Strengths, challenges and gaps identified in the 2013 and 2014 reports of the Secretary-General remain relevant to the current discussion on mainstreaming the three dimensions of sustainable development. The impact of the post-2015 development agenda and the sustainable development goals is already being felt as it drives the elaboration of more integrated approaches to implementation. The United Nations system needs to further strengthen its efforts to prepare for helping countries to implement the universal development agenda and review progress at all levels.

83. Coherent intergovernmental oversight and guidance will be essential. The high-level political forum for sustainable development, as a core platform, the Charter of the United Nations and other bodies and intergovernmental platforms will all play a role in reviewing implementation. The United Nations system must support their work in a coordinated fashion.

84. It is suggested that Member States:

(a) Invite the Secretary-General to map United Nations system support in the areas addressed by the proposed sustainable development goals and encourage reflection, including within the dialogues of the Economic and Social Council, on how to ensure that such support is provided in an integrated and coordinated manner, reflecting interrelations between the goals;

(b) Invite United Nations system organizations and their governing bodies to assess the asymmetry between economic, social and environmental issues in their work and the operational framework of the United Nations system and its various entities;

(c) Call upon the United Nations system to make further efforts to align strategic plans with the future sustainable development goals and the post-2015 development agenda and integrate economic, social and environmental dimensions;

(d) Invite the United Nations system to undertake more systematic initiatives to break work silos, encourage staff to engage in intersectoral dialogue, and develop new approaches to supporting integrated policymaking and collaboration, both within and outside their own organizations. Organizations should address internal incentives that restrict the recognition of outputs produced jointly by some entities and intersectoral lending of staff time, or ensure that staff reporting and evaluation frameworks put a premium on collaboration outside one's unit.

(e) Encourage United Nations system organizations to implement the Environment Management Group framework for advancing environmental and social sustainability in the United Nations system;

(f) Invite the Secretary-General, as part of the next survey for the quadrennial comprehensive policy review, to seek the views of programme countries on how effectively the United Nations system is supporting them in developing integrated policies and institutions to achieve the sustainable development goals and to report on operational aspects in the context of the next review;

(g) Invite United Nations system organizations to reflect on innovative arrangements to support the work of the high-level political forum on sustainable development and other intergovernmental platforms, building on the technical support team's experience and approach;

(h) Request the Secretary-General to report on progress to the General Assembly, through the Economic and Social Council, and to the high-level political forum on sustainable development.
